

**EAST AFRICAN TRANSPORTATION MANAGEMENT
AND
HARMONIZATION OF STANDARDS
TO
FOSTER AGRICULTURAL TRADE**

IMPACT ASSESSMENT REPORT

November 2002

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ABSTRACT: Between 2000-2002, a USDA team, funded by the African Trade and Investment Program, USAID, conducted a series of interventions with mid-level government officials and private sector representatives from Tanzania, Uganda and Kenya. The purpose of the interventions was to foster regional policy harmonization in transportation and standards in order to improve trade in agricultural products. The end result was a series of recommendations to national policymakers as a means to achieve regional harmonization. The Impact Assessment Team found that the interventions—U.S. study tours and in-country workshops facilitated, but not led, by the USDA team—were successful in developing national human and organizational capacities, increasing awareness of regional barriers to trade and providing regional and networking opportunities with colleagues and policymakers. The policy recommendations generated by the participants remain unimplemented due to the high levels of finance and infrastructure required.

See also
PN-ACW-291

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October 31, 2002

Mr. Wade Warren
Deputy Director
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4th Floor
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Dear Wade:

The Professional Development Program, Food Industries Division, International Cooperation and Development is pleased to forward you a copy of the USAID-African Trade and Investment funded, "East African Transportation Management and Harmonization of Standards to Foster Agricultural Trade: Impact Assessment Report." The report assesses the impact of this USDA/USAID initiative that took place in Tanzania, Uganda and Kenya between 2000-2002. The USDA training team conducted a series of interventions with mid-level government officials and private sector representatives from the three East African countries in order to foster regional policy harmonization of transportation and standards to improve trade in agricultural products.

PDP staff member Jane Misheloff with assistance from William Hall, Seaports, Inc., and Joey K. McNeil, USDA-GIPSA, prepared the Impact Assessment Report. The team traveled to East Africa during September 2002 for two weeks in order to interview in person as many of the former 128 participants as possible.

PDP/FID is encouraged by the Impact Assessment's outcomes. The series of interventions, the U.S. study tours and in-country facilitated workshops, was found successful in building individual and organizational capacities to recognize specific regional barriers to trade and develop policies aimed at eliminating them. I hope you find the Impact Assessment interesting. If you have any questions or desire additional copies, please do not hesitate to call Jane Misheloff at (202) 690-0755.

Sincerely,

Margaret L. Hively
Program Leader
Professional Development Program

Enclosure

I. INTRODUCTION

This report is an impact assessment of the project “East Africa Sub-region: Enhancing Transportation Management and Harmonizing Standards to Foster U.S. Agricultural Trade Opportunities.” The United States Agency for International Development’s (USAID) Africa Bureau’s Africa Trade and Investment Policy (ATRIP) Project provided funding to the United States Department of Agriculture (USDA), Foreign Agricultural Service, International Cooperation and Development, Food Industries Division, Professional Development Program to develop, implement and assess the project. The project had three phases: A strategic planning mission in March 2000; project implementation, February 2001-February 2002 and project assessment in September 2002.

There are good reasons to assess the impact of this project. Harmonization of standards in Africa, especially on a regional basis, is timely, particularly given the USDA Foreign Agricultural Service’s interest in trade capacity building. African countries appear desirous of entering and competing in the global marketplace. However, their sizes, geographic locations, lack of trading commodities and lack of infrastructure, with certain exceptions, make it impossible for them to participate as fully as they might wish. An intermediate step presents itself: Improve regional trading capacities before entering the world market. This step will generate export revenues that will allow for national building up of trade commodities and infrastructure. One of the best ways to facilitate increased regional trade is to harmonize standards.

Harmonized standards are particularly important in agriculture as most of the revenues in African countries are derived from agricultural products. [For example, the World Bank lists “Agriculture, value added (% of GDP) at 20.8 percent for Kenya, 36.6 percent for Uganda and 44.6 percent for Tanzania.]¹ However, agricultural products can only generate income when they can reach markets in a timely fashion, which is why harmonized transportation and agricultural standards within trading regions are so important. Individually East Africans working in their respective Ministries of Agriculture, Trade, and Transportation, to name a few, as well as representatives from the private sector are well aware of their technical barriers to trade. However, what would happen in a forum where the public and private sectors from within the region could meet together, discuss mutual trade constraints and hopefully nudge along new public policies to improve regional transportation management and harmonization of agricultural standards? Can a regional-awareness-of-common-barriers-to-trade level be raised enough to impact positively on the status quo?”

USAID-ATRIP and USDA experts developed a series of interventions to bring representatives of the three East African nations together to raise their awareness of the mutual benefits of regional harmonized standards. The interventions were designed to result in (1) changes in individual behaviors that would lead to (2) the movement from national to regional standards policies. Facilitated discussions during the U.S. study tours and in-country workshops guided the

¹ *World Development Indicators 2002*, Section 6.1 “Integration in the global economy,” The World Bank, Washington, DC, pp. 333-334.

participants toward identifying mutual constraints and possible areas for collaboration. A core group of participants eventually took a list of mutual constraints and potential collaboration topics and crafted recommended policy changes that they presented to a gathering of Ugandan, Tanzanian and Kenyan policymakers at the final workshop in Arusha in September 2001. The core group met once again in Arusha in February 2002.

This Impact Assessment Report explores the post intervention changes in individual behaviors and resultant policy changes within their environmental contexts. Note that it was necessary to conduct the Impact Assessment before September 30, 2002. The project could not be extended beyond that date because the impact assessment monies would be de-obligated. There is an advantage to doing an impact assessment after only six months because the interventions are still fresh in the participants' minds. However, change comes slowly in many African countries. The full impact of the project might indicate very different results after one or two years rather than six months after the final workshop.

II. BACKGROUND

This section discusses the "Strategic Planning Mission" and project implementation.

A. Report on the Strategic Planning Mission

In 1999, USAID Africa Bureau's Africa Trade and Investment Policy (ATRIP) Program funded a human capacity development proposal entitled "East Africa: Enhancing Transportation Management and Harmonization of Standards to Foster U.S. Agricultural Trade Opportunities."² The proposal was drafted by Ms. Kim Hoffstrom, FID-PDP staff member. The proposal was designed to assist USAID's Africa Bureau meet two of its strategic objectives in the Sub-Saharan agricultural sector: Strengthening regional collaboration to support national development objectives and promoting changes in policies, programs and strategies.

An on-site status assessment of regional transportation and agricultural standards issues was performed by Ms. Hoffstrom, Mr. Jim Caron, Agricultural Marketing Service-USDA, Mr. Brian McKee, Grain Inspection, Packers and Stockyards Administration-USDA, and Mr. Fred Kessel, Agricultural Attaché, USDA Foreign Agricultural Service-Nairobi in March 2000. The objectives of the on-site assessment were to—

- identify better the predominant transportation and agricultural standards constraints in the region said to be inhibiting trade,
- propose technical assistance activities which would assist the region in overcoming constraints, and
- identify key players in the transportation and agricultural standards sectors and recommend potential participants.

² A copy of the proposal is available by contacting jane.misheloff@usda.gov or jennifer.maurer@usda.gov.

The Strategic Planning Mission visited Tanzania, Kenya and Uganda. They conducted on-site interviews in each country and observed how relevant activities were being carried out in the field to determine the status of national and regional transportation management and harmonization of agricultural standards. The Mission's findings were presented in "Report on the Strategic Planning Mission for the USAID/ATRIP Funded Project" dated March 2000.³ Key findings from this report are found in Chapter V, Section One.

B. Project implementation

With the departure of Ms. Hoffstrom from USDA during the summer of 2000, project leadership and implementation responsibilities were assumed by Ms. Jennifer Maurer, PDP staff member.⁴ Ms. Maurer, in consultation with USDA and private consultants, drafted a professional development training program--a series of trainings that included two U.S. study tours and three in-country workshops--to increase awareness in mid-level government officials and representatives from the private sector of the benefits of regional transportation and agricultural trade standards as well as those of public-private partnerships. According to the Strategic Planning Mission document, "The expected outcome of the proposed activities is to assist in the implementation of reforms which can help reduce transportation costs and border difficulties thereby improving trade flow."

1. The U.S. study tours

The first group of 12 participants representing the rail and ports authorities, transportation ministries and the private sector from Uganda, Kenya and Tanzania arrived in Washington, DC, in July 2000 for a two-week program in the United States. The transportation management group kicked off their program by attending the National Research Council's Transportation Research Bureau's 25th Annual Summer Ports, Waterways, Freight and International Trade Conference in Norfolk, VA. In Washington, DC, the participants met with representatives from the U.S. Department of Agriculture and the U.S. Department of Transportation. Site visits included port facilities in Norfolk, VA and Baltimore, MD. Their program concluded with the development of an action plan for increased collaboration among the three East African countries.

The second group of 12 East Africans representing local government organizations, such as plant inspection services, ministries of agriculture, a regional coordinating authority and private industry traveled to Washington in August 2000 to begin work in the harmonization of standards sector. The Harmonization of Standards group spent its first week in Washington, DC where participants held meetings and roundtable discussions with, among others, representatives of Codex Alimentarius, the Agricultural Plant Health and Inspection Service and the Grain Inspection, Packers and Stockyards Administration. The second week of the training program included site visits to the Agricultural Research Center, Beltsville, MD, the American Baking

³ A copy of the Strategic Planning Mission document is available by contacting jane.misheloff@usda.gov or jennifer.maurer@usda.gov.

⁴ Ms. Hoffstrom is currently serving in the U.S. Foreign Service, U.S. Department of State.

Institute, Kansas City, Kansas, the Grain Marketing and Production Research Center, Kansas State University, and the Port of Houston facilities. During a final debriefing session, this group also drew up an action plan for increased regional collaboration upon their return to East Africa.

2. February and May 2001 in-country workshops

The project continued with a series of in-country workshops in February and May 2001. A list of possible nominees to attend the workshops was developed by the U.S. study tour groups and from other recommendations developed by the participants upon their return home and during the first series of workshops. The in-country workshops, which combined public and private sector representatives concurrently from the transport and standards areas, continued to explore the project's focus on the benefits of regional standardization efforts to facilitate agricultural commerce. In total there were six in-country workshops, two per country, attended by approximately 25 participants per workshop. Some participants attended multiple events while others attended only one. (See Appendix A.)

“Policy making” is not a subject that lends itself well to typical human capacity development interventions. Since it would be impractical to attempt to teach policy making in an academic forum given the time and financial constraints, the sense of the Implementation Team was that more would be gained by providing a forum wherein the participants could discuss their common concerns and derive ideas and energy for policy reforms from each other. Thus, the format of the February workshops was presentations by U.S. experts from the public and private sectors on relevant topics followed by facilitated discussions and report-out sessions. For the May workshop, the time allotted to presentations was greatly reduced to allow more time for discussions among the participants. The U.S. team also decided to combine the transportation and standards participants into the same workshop instead of holding two separate ones. This proved to be a successful idea and generated interesting discussions.

Participants at the February workshop developed policy recommendations that were distributed to all participants from each country. The initial set of recommendations was further refined at the May 2001 workshops and was considered the basis of the recommendations to be presented to policymakers for adoption and implementation at the final workshop. One practice instituted after the first workshop was to have some participants from Uganda, for example, attend the workshops in Kenya and Tanzania and vice versa so that a sense of regionalism was created. Both the February and May workshops were well received and attended. There was, however, some frustration that there was not enough continuity among attendees from the February to the May workshops. A half day at the May workshops was spent bringing the new attendees up to speed on the goals and objectives of the workshops.

U.S. experts for the two workshops included Jennifer Maurer, project and team leader, Ms. Heidi Richert, Agricultural Marketing Service-USDA, Mr. Brian McKee and Mr. Paul Manol, Grain Inspection, Packers and Stockyards Administration-USDA, Mr. Harry Eubanks, former President of Commercial Vehicle Safety Alliance (private sector) and Lawrence Barbieri, Foodaid.com (public and private sectors). Agendas for the two workshops are attached as Appendix B. In-country coordinating team members were nominated after the first workshop. Jennifer Maurer

served as liaison between the country coordinating team members and networked in general with the participants via email.

3. September 2001 Arusha workshop

The final workshop was held in Arusha, Tanzania in September 2001 to which policymakers from the three countries were invited to hear the policy recommendations that were developed jointly by the trainees. The Arusha workshop was well attended and enthusiastically received. Thirty-eight participants and policy makers from the three countries were joined by the U.S. team that also included Fred Kessel, U.S. Agricultural Attaché-Nairobi, Jim Caron, Agricultural Marketing Service USDA and Dr. Frank Fender, Director of the Food Industries Division. (Agendas for the September 2001 and February 2002 Arusha workshops are found in Appendix C.)

4. February 2002 Arusha ad hoc workshop meeting

An ad hoc working committee was formed, primarily by country coordinating team members and other interested parties—23 former participants all together—to refine further the recommendations presented at the September 2001 Arusha workshop. Ms. Maurer was the only U.S. representative present. The ad hoc working group met once again in Arusha to hammer out the details that resulted in a proposal for two initiatives. The two initiatives were as follows:

Transportation Management Initiative

- Expedited customs clearance and transit controls
- Axle Load Control and efficient management of weighbridges
- Creation of national and EAC transport data bases
- Provision of technical assistance for capacity building to strengthen road transport associations

Harmonization of Standards Initiative

- Establishment of national and regional accreditation bodies in EAC
- Enhancement of conformity assessment in EAC
- Promotion of equitable trade practices within EAC in conformity with established international regulations and agreements

Mrs. Beatrice Mutabazi, Deputy Director of the Tanzania Bureau of Standards, presented the final proposal to the East African Community's Sectoral Committee on Standards on February 14, 2002 when it was approved as a designated East Africa Community sanctioned project for consideration by international donors. The same paper was presented once again in the fall of 2002 by Mrs. Mutabazi to representatives of the Norwegian Agency for Development Cooperation and the United Nations Industrial Development Organizations under the auspices of the Southern Africa Development Community. To date, neither of the two initiatives above has yet to find full or partial funding.

5. Impact assessment

The final USAID-ATRIP funded activity to take place under this project was the site visit by the Impact Assessment Team in August-September 2002. The Impact Assessment Team was composed of Jane Misheloff, Ph.D., USDA, Bill Hall, Seaports, Inc., and Joey McNeil, USDA. The team traveled to Dar Es Salaam, Nairobi, Mombasa and Kampala where they met with the country coordinators and as many participants as possible in the time allowed and within reasonable traveling distance.

II. CONCEPTUAL FRAMEWORK FOR THE IMPACT ASSESSMENT

The goal of this impact assessment was to determine how successful the USDA-ATRIP-funded project was in meeting its objectives. The March 2000 Strategic Planning Mission document that formed the basis for the U.S. site visits and in-country workshops provided the framework for this impact assessment. The 2000 Strategic Planning Mission document focused primarily on the status of three subjects of inquiry: (1) transportation management, (2) harmonization of agricultural standards and (3) trade liberalization. Within the parameters of each subject of inquiry, the 2000 Strategic Planning document captured the status of current activities that can be categorized as either "Trade Policy-making" or "Infrastructure Building." "Trade Liberalization" policies cut across both activities. For the sake of simplicity, trade liberalization policies are defined here as policies that favor free and open trade. Trade liberalization means, among other things, removing government as the sole services provider, regulator and decision maker and turning those functions over to market forces and the private sector.

A table organizing the 2000 report resembles the following:

Focus of 2000 Strategic Planning Mission			
Policy Making Activity	Transportation Management	Harmonization of Agricultural Standards	Trade Liberalization Policies
Trade	2000 status	2000 status	2000 status
Infrastructure building	2000 status	2000 status	

Table 1. Area of focus by the 2000 Strategic Planning Mission

Countries can also institute trade control regimes—the opposite of trade liberalization—such as setting foreign currency rates, favoring exports over imports and protectionism, to mention three. "Protectionism," for example, can be employed by countries to protect fledgling local industries by imposing high tariffs on imported commodities. Tariffs are usually ad valorem (a percentage of the price) or specific (dollars or local currency per unit of the product). Non-tariff barriers to trade (NTBs), another form of protectionism, are also important. NTBs include such mechanisms as Import quotas, an absolute limit on the amount of a specific import commodity regulated by the government's sale of import licenses, and Voluntary Export Restraints (VERs), a bilateral agreement between two governments, under which the exporting country limits its export of a certain product(s) to the importing country.

Trade facilitation policy can be costly when high levels of infrastructure support are required to reduce national and regional TBTs. However, many--whether national or regional--require high levels of infrastructure support. Infrastructure building to facilitate agricultural trade often comes with a large price tag if we speak of modern harbors, efficient rails, and decent roads. This can appear daunting in days of national budget constraints. East African countries certainly are not wealthy. Any large-scale infrastructure changes would have to be either financed out of national revenues on an incremental basis or financed on a larger scale by an international donor organization.⁵ Of course, not every new policy modification requires the same level of infrastructure support. Some policies can be carried out merely by transferring staff from one office to another or changing a paperwork reporting procedure; others require high levels of financing to support large physical infrastructures and hiring hundreds of employees.

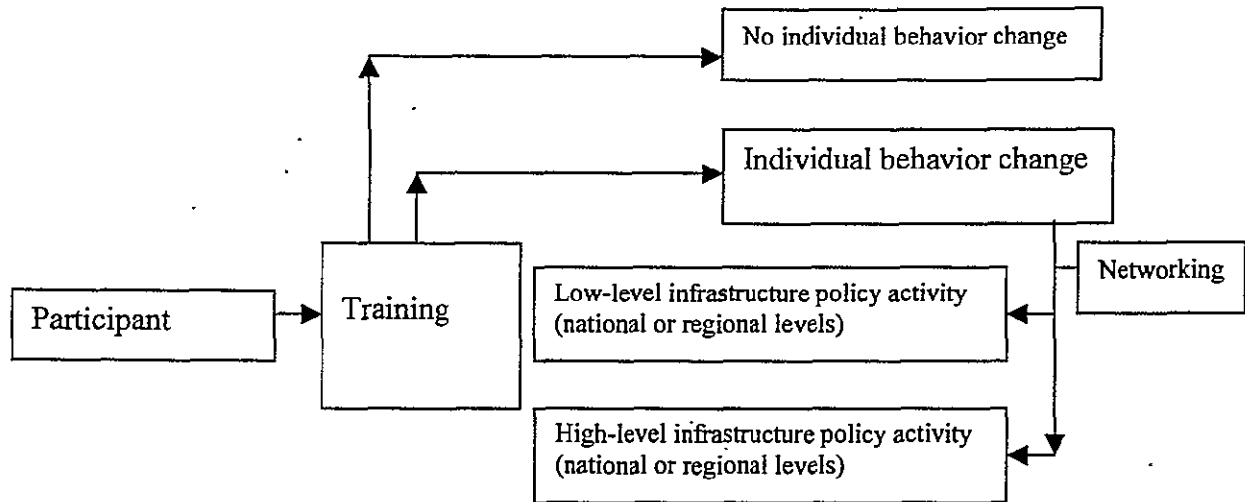
In East Africa, the barriers to trade addressed by the project should be referred to as Technical Barriers to Trade (TBTs) because they are primarily national, frequently involve high levels of infrastructure and are not considered a form of "protectionism." Non-Tariff Barriers to Trade (NBTs) usually involve bi- or multi-lateral formal agreements between nations. Uganda, Tanzania and Kenya also share regional Technical Barriers to Trade. In other words one country can have national technical barriers while it also shares regional technical barriers to trade with the other countries. For the sake of clarity, we will refer to national technical barriers to trade as nTBTs and regional technical barriers as rTBTs. Trade Liberalization is still a national activity in East Africa and not a regional one. Thus, Table 1 above can be redesigned to illustrate the complex nature of the issues that faced the "Transportation Management and Harmonization of Agricultural Standards" implementers:

Activity	National Technical Barriers to Trade (nTBTs)			Regional Technical Barriers to Trade (rTBTs)	
	Transportation Management	Harmonization of Agricultural Standards	Trade Liberalization	Transportation Management	Harmonization of Agricultural Standards
Trade policy making	(status)	(status)	(status)	(status)	(status)
Infrastructure building	(status)	(status)		(not reported)	(not reported)

Table 2. East African national and regional TBTs

In order to achieve desired policy changes that reduce nTBTs and rTBTs, the benefits of doing so must be realized. Thus, individual behaviors must be changed to increase awareness of the technical barriers, recognize how they impact trade and develop a strategy for eliminating them. This was the desired outcome of the training intervention. However, not all interventions have the same desired outcomes. There are three possibilities in this case as illustrated below:

⁵ For supporting data, see The CIA Handbook-2003.



Model 1. Desired participant behavior after training

The model above provides participants with a total of three possible behavioral outcomes assuming that their individual behaviors change as a result of the training interventions. If the behavior changes, a participant can elect to carry this change only into his or her daily work and can also elect to work on either or both low- or high-level policy changes on a national or regional basis.

The path to policy change is not an easy one, even if the project is successful. Policy change anywhere in the world involves an array of stakeholders who play a large role in framing policy or enabling policy change. With respect to Transportation Management and Harmonization of Standards activities, there are a number of stakeholders, some of whom are more vested in the status quo than in change. Some groups are also quite powerful and well entrenched culturally and politically.

Stakeholders	Status Quo	Changes in nTBT policies
Government ministers	X	X
Private sector officials		X
Consumers		X
Trade association officials		X
Parastatal officials	X	
Unions	X	
Senior and Mid-level bureaucrats	X	X
Low-level government clerks, line bureaucrats, customs officials, etc.	X	

Table 3. Stakeholders in policy change

Government Ministers--Not all government ministers are vested in the status quo but some depend on the current revenue generating policies for income streams and would give this perquisite up reluctantly. Other government ministers not so vested in the status quo support changes in trade policy.

Private Sector officials--Favorable policy changes and high levels of infrastructure would increase profits, reduce shipment costs, attract foreign and domestic investment.

Consumers--Consumers would enjoy lower costs for agricultural commodities through increased choice and thus increase their spending power.

Trade association officials and the groups they represent--Associations representing the private sector are growing in East Africa. They do not as of yet have the political and financial clout found in some western democratic nations. However, changes in TBT policies would benefit the growth of this sector tremendously.

Parastatal officials and workers--Parastatals would be reluctant to encourage change (privatization) as efforts to move these organizations to private ownership could result in uncertainty, loss of prestige, power and employment. Parastatal officials have every reason, therefore, to be vested in the status quo.

Union officials and workers--East African countries have a long history of management-labor antagonism. This has led to poor productivity within railway and marine terminals. Productivity has also been hampered by obsolete and unsafe equipment and by a lack of training on modern equipment and computer systems.

Privatization has in general helped to raise productivity and to lower costs; the privatized container terminal at the port of Dar Es Salaam, for example, has world class productivity levels. Increasing system productivity, however, is a complex problem depending on overall economic development.

Senior and mid-level bureaucrats--These two groups--particularly the mid-level bureaucrats--are the stakeholders targeted for policy training. Some may be more amenable to change than others because of diverse personal and professional reasons. Those who are willing to be change agents will probably do so for normative factors, such as a desire to see their country's economy grow, improve GDP, increase trade to improve revenue flows, attract foreign investment, etc.

Low-level bureaucrats--This group is particularly susceptible to the status quo as inefficiencies in systems provide them with more employment opportunities than efficient systems would. This group also has access to bribes for services rendered to supplement salary incomes. Bribery is endemic to many systems in East Africa and should not be attributed only to low-level bureaucrats. Problems associated with bribery are complex and often associated with low levels of economic development.

One can see from the above model that maintaining the status quo outweighs change as powerful stakeholder groups have much vested in the current state of affairs. The trade associations and the private sector are still weak, although growing. The latter is not in a position financially to invest in infrastructure except with overseas help. European and South African investors are beginning to participate in the regional trucking industry with good results. Various international port management companies are also active in the

region. The region's economies are too weak to create investment climates so profits tend to be taken out rather than reinvested in capital projects.

In summary, there are several factors to keep in mind when approaching the methodology for the 2002 impact assessment. The barriers to trade that we are discussing here are technical barriers (TBTs) not traditional non-tariff barriers NTBs. Some TBTs require high levels of infrastructure that necessitate funding from national governments or international donors. At the same time, there are some TBTs that can be removed through policy change that require little infrastructure. However, in order to bring about desired policy changes, individuals must be willing to see the merits of change and act on them.

IV. METHODOLOGY

The U.S. study tours and in-country workshops received high levels of praise by the attendees. Evaluation forms were distributed after each workshop to all participants. They consistently recorded high levels of satisfaction with all aspects of the training sessions. This was due in great part to the leadership and solid project support provided by Ms. Maurer and the quality of the trainers' presentations.

The Impact Assessment was designed around four hypotheses derived from workshop objectives and from the illustration on page 8:

- H₀: The project did not increase participants' awareness of the effect of policy changes on national and regional trade issues, especially with respect to technical barriers to trade.
- H₁: The project increased participants' awareness of the effect of policy making on national and regional trade issues, especially with respect to technical barriers to trade.
- H₂: The participants who attended the workshops fostered change in small- and large-scale infrastructure transportation and harmonization policies, both nationally and regionally.
- H₃: There has been an increase as a result of the project in public-private partnerships with respect to policy making in transportation management and harmonization of agricultural standards.
- H₄: There were important side benefits to the project as a result of networking and facilitation of communications.

Data were collected in three ways: a long survey, a short survey and personal interviews.

Long Survey--This survey instrument (Appendix E) was designed by reviewing the data in the 2000 Assessment and asking direct questions about the data to determine if there had been any change in the status as of March 2002. Since the 2000 Assessment provided a "snapshot" in time of the status of Uganda's, Kenya's and Tanzania's national and regional TBTs, the 2002 Impact Assessment proposed to take another snapshot of the national and regional TBTs against the

backdrop of this two-year human capacity training intervention in the benefits of improving transportation management and harmonization of agricultural standards through policy change. The long survey also sought to determine what, if any, percentage change was attributable to the USDA-ATRIP project and the estimated amount of "savings" or income generated by the change. This percentage change column (c) and the "savings" column were not useful in the final analysis because the participants could not answer the questions. The long survey was designed to generate data primarily for hypothesis 2 above. The long survey was sent via email to the seven Coordinating Committee members. The data collected from the long surveys are incorporated into the discussion section below.

Short Survey--This survey instrument (Appendix F) was intentionally as brief and to the point as possible to encourage responses. It was designed to generate data for the four hypotheses above, but particularly hypotheses 1 and 4. The short survey, a user friendly document, was sent via email to the seven Coordinating Committee members who distributed and collected them in their respective countries. The short survey was sent to every participant, even those who had attended only one session. Both the long and short surveys were vetted through the standards and transportation experts who had conducted the in-country workshops, the project leader, office staff and the Coordinating Committee members. Note that the rate of return was poor. This can be attributed in part to the poor communications infrastructure in East Africa. The data collected from the short surveys are incorporated into the discussion section below.

Personal Interviews--An Impact Assessment Team traveled to East Africa between August 28 and September 14, 2002 to conduct interviews and make site visits. In each country, members of the Coordinating Committees arranged interviews and site visits in advance of the Impact Assessment Team's arrival. The introductions to former participants were made by Jennifer Maurer. Dr. Misheloff led the interviews with questions derived from both the short and long surveys. The two expert consultants posed follow up questions. The Impact Assessment Team conducted over 38 interviews of former participants, plus at least 12 others, between the three countries. A schedule of interviews and site visits is found in Appendix D. The last day of scheduled interviews in Uganda was canceled due to a national census drive. The former participants interviewed by the Team are indicated in Appendix A. The later is not an exhaustive list because non-participants were often interviewed especially during site visits. The data collected from personal interviews is also discussed below.

The Assessment Team agreed before departure that Ms. Maurer would not attend interviews since she had been responsible for project implementation. This agreement turned out to be practical when the interviews were held in hotel conference rooms. However, for security reasons, Ms. Maurer was invited to sit in on interviews when the team visited former participants at their work sites.

In summary, the impact assessment data were collected by three means—two surveys and interviews—to determine if the training experience(s) led directly to any behavioral changes in participants to affect changes in policies concerning transportation and standards TBTs or if there were outcomes other than those expected.

IV. DISCUSSION

The discussion of the data is organized into two sections. Section One is an abbreviated update on the technical barriers to trade snapshot originally provided by the Strategic Planning Mission Team in March 2000. The update will follow the format of Table 2 on page 8. An update of the March 2000 findings will provide a backdrop over time against which the training activities took place. Since 2000, there have been many changes in the trade “environment” in the three East African countries. It has not been static. However, the findings below have been edited to illustrate some of the key changes, not all of them. It is important to include this environmental update because it provides some background against which the training interventions took place and the daunting challenges faced by the participants if they desire to make policy changes. The updated findings are based on participant interviews, interviews with other public and private sector officials and site visits. Section Two is a discussion of participant reaction to the training and the desired behavior changes, i.e. working for policy changes to facilitate transportation management and harmonization of agricultural standards. The data in Section Two were collected by surveys and interviews.

A. Section One: Update on March 2000 Findings.

1. *Regional Technical Barriers to Trade (rTBTs)--Standards*

- (2000) Each country participated in some form of regional effort to minimize impediments to regional and international trade flows through harmonization of health and grading standards. Harmonized standards existed for 89 products.

(2002) The Impact Assessment Team found that participation in international efforts continues. Uganda, Tanzania and Kenya all participate in the East African Community’s Sectoral Committee on Standards, a committee of experts that includes representatives from the private sector. Since 1997, 350 [general] standards have been approved by the Authority’s Council of Ministers. The bulk of the standards work is in foods where 300 plus items have been standardized. The Authority meets twice a year and approves between 50-100 standards per year. Unfortunately, the Authority’s finances are such that it has not been able to publish the standards for public use that makes them unenforceable and keeps the old standards in place. Former participants agreed that the sale of published standards could raise revenue and fees that could be charged for compliance.

A former participant from Uganda stated that the EAC Standards Committees are performing more effectively than before. Networking and collaboration among national standards bodies has also improved.

Uganda, Kenya and Tanzania participate in the American Society for Agricultural Engineers’ International Standardization Committee; Kenya and Tanzania are full voting members of the International Standards Organization (ISO); Kenya and Uganda participate in ISO’s Africa Regional Standardization Organization, but Tanzania does not, and all three countries are members of Codex Alimentarius. Former participants from the Tanzania Bureau of Standards

noted that agriculture is the backbone of the country's economy, and as such the Bureau employs international standards when practical. The Kenyan Ministry of Agriculture does not play an active role in international organizations due to budget constraints. Ministry officials cannot attend the majority of WTO meetings. Instead, Kenya is putting its efforts into a Customs Union protocol for COMESA in 2004. All three countries have also been slow to adopt a COMESA customs document.

Accreditation remains one of the biggest problems internationally and regionally for the Bureaus of Standards. It is an expensive process that requires training and maintenance. At the moment, the three Bureaus of Standards share information more than they engage in regional problem solving.

2. Regional TBTs--Transportation Management

- (2000) The March 2000 Assessment indicated that Kenya, Uganda and Tanzania all participated in some form of regional effort to minimize impediments to regional and international trade flows through harmonization of transportation standards.

(2002) All three countries are members of the Transit Transport Coordination Authority (ITCA) that has seen its fortunes rise, fall and rise over time. The ITCA is mandated to bring together governments of member states and stakeholders to address problems of transportation of goods within the member states. The ITCA facilitates the movement of goods both by road and rail along the Northern Corridor. The Authority went through a bad time in 1996 according to Charles Kareba, Director of Kargo International, Uganda. However, by involving and levying the private sector, ITCA was able to get back on track and increase its effectiveness.

3. National Technical Barriers to Trade (nTBTs)--Standards

- (2000) Uganda, Kenya and Tanzania had initiated a process for reducing delays associated with border clearance procedures involving customs, health and grading security. Delays were caused by a lack of recognition for each other's agricultural standards.
- (2000) Ugandans, Kenyans and Tanzanians interviewed concurred that food quality and safety issues are secondary to transportation issues.

(2002) The delays at border crossings have been reduced, but the process is far from complete. Kenya has its own agricultural standards many of which are shared by Uganda. Uganda does not accept Kenyan inspections, but it does depend heavily on Kenyan information. Kenya and Uganda do not accept Tanzanian grain certification. Kenya does not accept Ugandan or Tanzanian certification. However, a new certification application form has been agreed upon but has not yet been put in practice. A Kenyan participant noted that,

"There are improved inspection procedures at port and border points since the concerned parties have been sensitized on the need for speedy clearance."

Tanzanian participants reported that they acknowledge more recognition of member state certificates of SPS, standards and test reports. Random sampling was instituted to test only critical parameters of agricultural imports in order to reduce delays at the harbor. Also, the Tanzanian Bureau of Standards is willing to place more emphasis on imports accompanied by reports from accredited laboratories abroad. Thus, the GOT will do away with pre-inspection services by January 2003, and inspection will be performed at the final destination.

One of the positive benefits of pre-inspection procedures is the reduction of high level of “internal practices” at the ports on agricultural imports, e.g. charges for facilitation fees and billing for non-performed inspection or lab services. Pre-inspection certificates will eliminate the need for testing at the ports. A Ugandan participant noted that “internal practices” have changed because the government has intensified its surveillance on these practices; the public has been more sensitized and a ministry has been set up to fight corruption.

Food quality and safety vs. transportation issues remains a debatable issue. One participant from Kenya stated that it has the same significance. A Tanzanian participant wrote that food quality issues are secondary to transportation issues because good food may spoil if the roads are not good enough to get it to market fast. Former participant, Mrs. Margaret Rotich, then-Managing Director of the Kenya Bureau of Standards, addressed both issues above. She stated that,

My biggest challenge is to get information to the users of KBS's services so quality can be built into products from the beginning. ... food safety and transportation issues must go hand in hand. The Kenya Bureau of Standards is attempting to mainstream standards and have food safety legislation in place between 2002 and 2003.

One important change from 2000 to 2002 is that all of the former participants interviewed agreed that standards making involves participation from the private sector. Time after time, the Assessment Team heard that national policymakers have realized that standards making must involve the stakeholders and setting standards can no longer be a top down process.

4. National Technical Barriers to Trade (nTBTs)--Standards and Infrastructure

- (2000) Kenyan, Ugandan and Tanzanian ministries of trade, agriculture, revenue and bureaus of standards are understaffed and laboratories lack equipment. This results in delays at every level.

(2002) Staffing shortages remain endemic in national government offices due to budget constraints. However, for example, Kenya's Plant Protection Service (KEPHIS) have grown from three persons in 1999 to 16 senior staff in 2002. KEPHIS generates income by charging for its services. It is currently working on a pest list data base that will be linked to Kenya's ports of entry to provide instant information to its approximately 40 inspectors. KEPHIS seeks to provide current training to its employees either in-country or abroad. On the staff there are 133 Ph.D. but only two have training in Genetically Modified Organisms (GMOs). KEPHIS has recently established its first field border checkpoint at Namanga.

Kenya has 2,500 general standards that are publicized. The Kenya Bureau of Standards (KBS), established to help industry develop quality products, has a high work load and needs to expand its testing capacity. Other government departments also come to KBS for testing. It has field offices in Mombasa and Eldoret and at ports of entry and borders. KBS has a staff of 300. It generates income by charging fees for its services, calibrating weights, measures and equipment in the field and training. Other operating funds come through the Treasury. It is currently trying to get its quality assurance recognized by other East African countries. KBS hopes to involve universities in testing in the future.

Former participants from the Tanzania Bureau of Standards, agreed that Tanzania needs to have accredited private sector labs. Standards training in Tanzania takes place on the job. Trainees are often sent to Sweden or Britain for training; others have gone to India and South Africa. Trained manpower is a consistent problem. The Tanzania National Food Commission (Ministry of Health) coordinates all food services in the country and ports of entry. It takes samples, adjudicates complaints and reviews sanitary regulations. There are between 400-500 inspectors. The inspectors are stationed at all ports of entry. The National Food Commission's lab capacity is low and sometimes it takes a month for a sample to clear. The lab equipment does not recognize GMOs. Similar to Kenya, the Tanzania Ministry of Agriculture and Cooperatives does not have staff at all border crossings because Tanzania's borders are too porous to run efficient checkpoints. Instead, the Ministry tries to place inspectors at strategic points.

The Uganda Bureau of Standards has one laboratory accredited for food microbiology by the South African National Accreditation Service. Accreditation for metallurgy and chemistry are underway. There is only one private lab in Uganda for standards. Ugandan customs remains understaffed. This causes delays; however, delays by non-customs factors are bigger for trucks with goods transiting Uganda. Uganda loses revenue every year to commodity dumping by truckers transiting the country. The GOU monitors trucks closely as Customs does not employ container scanners as yet, although their use is imminent.

5. *National Technical Barriers to Trade (nTBTs)--Transportation and Policy*

- (2000) In Kenya, all freight trucks bound for Uganda are "escorted" from Mariakana to the Uganda border. This causes serious delays in getting goods to market, not to mention additional expenses.
- (2000) The port of Mombasa has severe delays caused by cumbersome paperwork and poor information interchange.
- (2000) Axle weights vary from country to country and are not enforced across the board. Weigh bridges are not well regulated.
- (2000) Kenya, Uganda and Tanzania do not have National Transportation Policies.

(2002) Trucks bound for Uganda are still "escorted" from Mariakana, Kenya to the Uganda border, but convoys have been increased from three to four times a week. Escorts are specifically for transit vehicles containing high value goods. The cost for escorts is met by the government from general revenue funds. In spite of the escorts, pilferage remains problematic.

There are currently plans under way to buy more vehicles and communication equipment to monitor the convoys' movements.

Complaints are still voiced about the Port of Mombasa--long procedures, excessive paperwork and too many interested parties. However, while there used to be a 10-15 day delay at Mombasa; now there is only a two-three day delay according to government officials. A single-entry document that covers multiple transactions has been in use since 1999. Customs at Mombasa now opens containers only once on incoming cargo. In the past, Customs, KEPHIS, Revenue, etc., used to come randomly. Containers are opened on a random basis for inspection. The Ports Authority maintains that a lab bottleneck is a big challenge for moving cargo. Delays still occur in weight border checks. It can take as long as 28 days to as little as four days to move goods from Mombasa to Kampala.

Overloaded trucks in East Africa still cause many road safety problems and ruin road surfaces, but ITCA members have come to recognize that bad roads and overloading cause delays. Axle weights are far from harmonized and are often changed without notification. There is still a major problem with lack of enforcement across the region. Kenya currently has the lowest axle loading limitations and hence payload and gross weights per vehicle. Uganda is 54 metric tons, Tanzania 56 metric tons and Kenya 53 metric tons. Kenya may raise her allowable gross weight to 54 metric tons. In an effort to control overloading carriers, transit coordinators from the three countries meet to discuss axle loads. A participant stated that Kenya had a new axle load regime developed in 1999 when development partners felt that axle loads should be enforced.

Kenya Roads Board is trying to partner with the Kenya Ports Authority to regulate tonnage on the Mombasa-Nairobi route. Heavy commodities are currently clogging the roads in Kenya as well as Uganda and Tanzania. There is a recognized need to move commodities onto the rails because they are cheaper. However, the rails are not efficient and prone to long delays causing businesses to turn to the roads to move their commodities. Kenya's weigh bridges are also reputed to be inaccurate and axle weight fines enforced randomly. The Kenya Roads Board does not want engineers to stay assigned to the same weigh bridge for more than six months in order to discourage corruption. The government has discussed independent calibration of weigh bridges but there are six ministries involved in the decision making process. Kenya finances her roads and repairs by a fuel levy.

Kenya has no Transport Policy as yet although there has been some push from the private sector that USAID is reported to be willing to seed. Uganda and Tanzania also do not have National Transport Policies.

~6. *National Technical Barriers to Trade (nTBs)--Transportation and infrastructure*

- (2000) Uganda's, Tanzania's and Kenya's railway infrastructures and equipment are all in need of upgrading or refurbishing.

All former participants agreed that the roads and rail infrastructure are in need of upgrading or refurbishing. Also, all countries remain committed to privatizing ports and rails but are not on the same schedule. (See number 7 below on Trade Liberalization Policies.)

7. *Trade Policy Liberalization*

Over the past decade, East African nations have been moving from controlled trade regimes to more liberal ones. For example, the Permanent Secretary of Trade, Tanzania Ministry of Industry and Trade, discussed with the Impact Assessment team, during their visit to his office, a new trade policy based on consultations with the public and private sectors and semi-governmental bodies on which Tanzania was about to embark. He noted that Tanzania once pursued a public sector-led economy with parastatals, price controls, import regimes, restrictive fiscal regimes and regulated exchange rates. The highlights of the new trade policy for the medium-term targeted for implementation by the end of 2002 are as follows:

- Pursue a liberal trade policy with open doors but retain a focus on national interests that need protection. (Take advantage of being a LDC in WTO for the next 10 years.)
- Use fiscal and tariff regimes for promoting development instead of being revenue driven.
- Foster regional economic integration. Promoting EAC or SADC to serve as a spring board for one huge market place.
- Target products that include (1) agri-based processing (over 50 percent of GDP is contributed by the agricultural sector); (2) textiles (AGOA); (3) alternative markets and traditional ones for exports such as sisal, tea, coffee and (4) natural resources, mining and processing as much as possible locally.

Trade liberalization policies can address large scale such as Tanzania's new trade policy, privatizing cash crops such as coffee, tea and horticulture (cut flowers) or as small as eliminating a license that permits truckers to carry goods under customs. Liberalization policies can also involve the selling off of state-owned infrastructure or the functions of parastatals (government owned corporations) to the private sector with the hopes of creating more profitable and efficient systems. While there is some resistance to doing this driven by stakeholders in the status quo, parastatals, economists would agree, create serious drains on revenues, are inefficient and hinder investment from the private sector. The selling of parastatals appears inevitable but slow. In 2000, the Strategic Planning Team noted the following:

- Tanzania's trucking companies were in the process of privatizing.
- Uganda, Kenya and Tanzania were committed to privatizing rail operations within country and allowing rail, port and motor carriers to operate free of economic regulation.

In 2002, the Assessment team observed the following:

Trucking

In Tanzania, the National Transport Corporation, a parastatal, has privatized all 12 trucking companies. It also transferred some of its other functions to the private sector, such as professional support, provision of data and transportation of imports. Tanzania has a President's Privatization Office under the Office of the Planning Commission. Public transport for roads (buses) is fully privatized now. Kenya and Uganda have also privatized truckers.

Ports

The port of Dar Es Salaam is the largest hinterland port in East Africa. It services Rwanda, Uganda, Malawi, Zambia and the Democratic Republic of the Congo. It competes with Mombasa for transit traffic. Berth productivity is greater than in Mombasa and Durban averaging 21 containers per crane hour versus 16 containers per crane hour in the latter ports. The reason for this high level of productivity is a \$45 million refurbishment/privatization of the container terminal of the port, begun by International Container Terminal Services. Recently, the container terminal concession was sold to Hutchison Port Holding Group, owning 70 percent of the shares, which has continued productivity improvements. In 2003, the port will stop pre-inspection but will do destination inspection, have a scanner in place associated with risk management and control contraband with X-rays or gamma rays. The Tanzania Ports Authority is in the process of negotiations to privatize the general cargo terminal. However, there will be union issues with which to contend. The stevedores are not yet privatized.

Kenya Ports Authority is looking to hive off the port of Mombasa piecemeal. There has been some talk about privatizing the port for the past two-three years, but there is reluctance to do so because the container terminals are cash cows. Before privatization can happen, there are very many interests to be satisfied since the port runs on a profit. About 80 percent of revenue comes from the container port. With unemployment over 50 percent, privatization is not imminent. The workforce is about 1,000 persons but increased productivity could lower that figure to 400. Hard work is discouraged by unions, and managers do not have a free hand. Felixstowe Port Consultancy Group was brought in to provide management services but its culture of hard work clashed too much with that of the port's.

Mombasa needs capital to upgrade it because the equipment is ailing; work was performed three years ago to shore up the quays. The 40 meter reach of the relatively high-productivity cranes causes load build up on the quay side. Dwell time for cargo is a problem. Two-three weeks delays are caused mostly because of documentation problems. However, the dwell time problems may be alleviated by the new administrative computer operations. Eighty percent of the containers leave the port by road, not rail. There is a second inland container terminal in Nairobi.

Rails

Tanzania has two non-privatized rail lines out of the port of Dar Es Salaam with different gauges. One is Chinese-built and considered quite robust. Called "Tazara," it is the largest rail line built outside of China by Chinese engineers. The process to privatize Tanzania's rail operations is currently under negotiation.

Unionized Kenya Rails is still looking at a methodology for privatizing its rails, and is seeking donors to fund studies. The target date for privatizing of 2004 will probably hive off the rail system piecemeal rather than as a whole because the branch lines do not make money. Kenya rails used to get financing from The World Bank. When the funding was withdrawn, the railroad raised its prices to stay afloat but did not provide the desired level of service. The railroads are solvent, cheaper and safer but their schedules are not competitive with road/truck transit. Kenya Railroads employs about 8,000 but expects a retrenchment to 6,000 persons. Spare parts are a problem with a six-month delay in obtaining them. The railroads also have mainline derailments at an estimated rate of 15 per month. Thirty percent of derailments are ascribed to human error; the average downtime is 1.5 days.

Uganda Rails are not privatized as yet. The GOU is preparing a proposal and has secured a transaction advisor under a concessionaire-type arrangement for the Kampala-Mombasa run with the government retaining ownership of the tracks and other infrastructure and leasing back wagons and locomotives to the concessionaire. The concessionaire will pay a tax that will be used by the government to open other abandoned lines. Some operators have their own wagons but still have no control over the engines. Refrigerated rail cars are not available at the moment.

B. Section Two: Follow Up with Participants

As illustrated in Section One, for the past two years there have been national efforts toward trade liberalization policies and attempts to reduce Technical Barriers to Trade. An effort must now be made to parlay these efforts further into regional policy changes against a backdrop of a deeply embedded status quo, in many instances, and budgetary constraints, in all instances.

1. Individual behavior change

The February and May 2001 workshops were evaluated by the participants at the end of each workshop. In general, the post-workshop evaluations were quite positive. Two questions of interest to the Impact Assessment Team were "How applicable was the workshop to your job responsibilities?" and "Were the sessions helpful?" The follow tables represent composite responses by former participants from all three countries following the February and May 2001 workshops:

How applicable was the workshop to your job responsibilities?

	Not Applicable		Moderately Applicable		Highly Applicable
	1	2	3	4	5
Transportation			8	6	5
Standards		1	7	7	10
Other			3	9	5
Total		1	18	22	20

Were the sessions helpful?

	Not Helpful		Helpful		Very Helpful
	1	2	3	4	5
Transportation			9	6	4
Standards			10	5	7
Other			4	4	8
Total			23	15	19

Table 4. Applicability and helpfulness of the May 2001 workshop

The immediate impressions of the training sessions were quite high with respect to on-the-job relevancy and helpfulness. The majority of those responding ranked the workshops at the four or five level. The Impact Assessment Team wondered if the responses after six months would remain in line with those from the post workshop evaluations?

Another survey was distributed by email after six months and prior to the assessment team's trip. It is important to mention that the rate of return was disappointing. There are two reasons for this: one is that the rate of return for any survey is low, no matter where, and second is that communications in East Africa tend to be problematic especially if remote sites are involved. Many former participants do not have regular access to telecommunications. Also, in spite of the fact that the survey instrument was designed to be conveyed electronically without losing its formatting, returned surveys indicated that some formatting was lost, in particular the first part of the survey that asked for Country, Sector and Sessions Attended. Some of the missing data, however, could be pieced together after the fact.

The data presented below in Table 5 are different from Table 4 in one important respect. Table 5 represents a cross sampling of participants from all sessions. Table 4 was compiled only from the May 2001 workshop evaluations. (Raw data from the short survey is attached as Appendix G.) The table below is a summary of the short survey instrument data:

Table 5
Summary of Participant Survey

		KENYA	TANZANIA	UGANDA
Number of responses		9 Total PT=1 PS= 6 Prt=3 PrS=1	11 Total PT=1 PS= 6 Prt=3 PrS=1	7 Total PT=1 PS= 4 Prt=2 PrS=0
Average number of sessions attended		2.5	3.0	2.0
1.	Training changed the way I think about my work or the way I perform my work now. 1 low—5 high	2.5 average	3.3 average	3.8 average
3.	Workshops enhanced my understanding of regional problems?	Yes=7 No=2	Yes=11	Yes=7
4.	Since participating in one or more activities, I have been able to--			
4a.	Suggest a related practical or policy change within my organization.	Trans. Yes=5, NR=1 Stds. Yes=2, No=1	Trans. Yes=2, NR=4 Stds. Yes=5	Trans. Yes=3 Stds. Yes=3, No=1
4b.	Implement a related practical or policy change within my organization.	Trans. Yes=4, NR=2 Stds. Yes=1, No=2	Trans. Yes=2, No=2 Stds. Yes=6, NR=1	Trans. Yes=3 Stds. Yes=2, No=1, NR=1
4c.	Work with others on a national or regional basis to present a related policy change or help implement it.	Trans. Yes=5, NR=1 Stds. Yes=1, No=2	Trans. Yes=4 Stds. Yes=5, N=2	Trans. Yes=3 Stds. Yes=4
5.	Are you aware of any change in policy or practice as a result of anyone else's participation in these activities?	Trans. Yes=3, No=3 Stds. Yes=2, No=1	Trans. Yes=2, No=2 Stds. Yes=5, No=2	Trans. Yes=3 Stds. Yes=3, NR=1
6.	I have been able to share my knowledge with others in my profession or office.	Trans. Yes=6 Stds. Yes=3	Trans. Yes=4 Stds. Yes=7	Trans. Yes=3 Stds. Yes=3, NR=1
7a.	Do you think the training sessions provided you with an opportunity to network with others in your field?	Trans. Yes=6 Stds. Yes=2, No=1	Trans. Yes=3, NR=1 Stds. Yes=7	Trans. Yes=3 Stds. Yes=3, No=1
7b.	If "yes," do you continue to network with fellow participants?	Trans. Yes=6 Stds. Yes=2, No=1	Trans. Yes=4 Stds. Yes=7	Trans. Yes=3 Stds. Yes=2, NR=2
8.	After training, did you feel you had a better understanding of the impact of national policies and procedures on development? On the expansion of interregional trade?	National Yes=9 Regional Yes=9	National Yes=11 Regional Yes=11	National Yes=7 Regional Yes=7
9	Have you written any proposals for funding or financing projects?	Trans. No=6 Stds. Yes=1, No=1, NR=1	Trans. Yes=2 No=2 Stds. Yes=3 No=3 NR=1	Trans. Yes=1, No=1 Stds. Yes=3, No=1, NR=1
10	On a scale of 1-10 with 10 as the highest possible score, please indicate the number that most closely describes how you feel about the usefulness of the portion of training you attended to build the capacity of your organization?	6.33 average	7.6 average	6.285 average

Twenty-seven responses is too low a figure from which to draw statistical significance, but the results are nonetheless interesting. A discussion follows:

- Question 1: Participants from all three countries scored average or higher on question number one that asked if training changed the way they thought about their work or performed their jobs. One participant noted that, *"The program under USDA-USAID sponsorship has been an eye opener to me as a standardizer [sic] in (1) preparation of standards for regional and international trade; (2) safety and quality assurance of grains and (3) inspecting equipment training and certification of inspectors are concerned."* Another participant stated that, *"The training empowered me to be more interactive and made my work easier to accomplish."*
- Question 3: Workshops almost unanimously enhanced understanding of regional problems.
- Question 4a: Twenty out of 27 participants reported that they had suggested a policy change in their organizations. A participant wrote, *"...I have influenced the stoppage of Customs checks at border points with Zambia for goods bound to DRC."*
- Question 4b: Eighteen out of 27 participants have implemented change within their organizations. A participant wrote, *"[I] reviewed the Technical Committees for Cereal and Cereal Products and Bakery and Confectionaries to include more input from the private sectors; worked to convince the government to avoid double checks of grain imports from the U.S."*
- Question 4c: Twenty-two participants have worked with others on a national or regional basis to present a related policy change. (This number may be slightly skewed due to misinterpretation of the question by former participants and lack of clarification by the survey designer that responses were meant to exclude the February 2002 Arusha workshop.)
- Question 5: Eighteen participants were aware of other's participation in policy change activities. A Tanzania participant wrote, *"The Tanzania Bureau of Standards and the National Food Control Commission have tremendously changed their performances for the better."*
- Question 6: One hundred percent of the participants who responded to this question have shared their knowledge with others. A participant noted that *"We never collected data, but now we do since we find this very valuable."* Another stated, *"I have been an organizer and a resource person in training of inspectors using knowledge and materials from the training."*
- Question 7a: Twenty-four participants agreed that the training sessions provided them with an opportunity to network with others in the field. One participant wrote, *"Workshops and meetings offered a forum where participants who were experts in their own fields met together to address common problems. The effect was to understand better problems facing our region and to find common solutions."*

Another noted that, *"It [the training] has further enhanced the public-private partnership."*

- Question 7b: Twenty-four respondents also indicated that they continue to network with fellow participants.
- Question 8: There was unanimous agreement that after the training all participants had a better understanding of the impact of national policies and procedures on development and on the expansion of interregional trade.
- Question 9: There were fewer former participants who had written proposals for funding than those who did not.
- Question 10: The participants' perception of the usefulness of the training to build their organizations' capacities was well above average. On a scale of 1-10 with 10 as the highest possible score, the score averages ranged from 6.2-7.6. These numbers are similar to the ones from the May workshop. The responses to Question One above are also compatible with number 10.

There are some other observations on the data:

- Both Transportation and Standards scored evenly throughout the survey.
- There does not seem to be a connection in the data in Appendix A between the number of sessions attended and the responses to questions one and ten.
- There does appear to be a "trend" to score questions one and ten more favorably if the participant attended the September 2001 workshop in Arusha. There may be several reasons for this: apparently this workshop was given a high priority by attendees as there was recognition that discussions could impact on trade; there was diligence on the part of the participants to prepare well for their countries' respective policymakers and there was growing momentum over the AGOA conference in the United States in November 2001.

Data collected through interviews reinforces the findings of the short survey. The data are derived from responses to the questions,

"How did the training program affect the way you think or act on the job?
Are there any actions you have taken as a direct result of the training?"

The responses (data) are organized according to the desired behavioral outcomes illustrated in Model One.

Changes in individual behavior:

Joseph Keeru, Senior Principal Standards Officer, Kenya Bureau of Standards, reported that since the ATRIP-USDA training, he can spot regional trade issues quicker. The training

served to sensitize himself and others about regional issues. It has enabled him to identify where capacity is lacking in personnel.

Mrs. Margaret Rotich, Managing Director of the Kenya Bureau of Standards, stated that the U.S. study tour showed her how the U.S. system works, gave her knowledge of APHIS and was impressed with GIPSA wheat inspection. Learning how to specify grade and what to expect can bias Kenya to reduce delays in shipments.

Charles Ekelege, Tanzania Bureau of Standards, now asks staff to refer to East African Standards when writing them whereas in the past he would look to British standards as models. He now looks for them where they exist, for example the East African Standards on road marking paint.

Ibrahim Mohammed, Azam Bakers, cited the awareness of the use of Information Technology as a tool of the trade (trucking).

Permanent Secretary A. R. Ngemera, Tanzania Ministry of Industry and Trade, reported that the Arusha policy workshop gave him focus on accreditation issues and sensitized him to relationships between accreditation bodies. Mr. Ngemera was the principle drafter of Tanzania's new trade policy.

Enoch Sabwa, National Secretary of Kenya International Freight and Warehouse Association, stated that the ATRIP-USDA project made him look at a wider scope of the importance of collecting data for informed decision-making. He suspected that transport costs were high and excessive but one cannot really tell without the data.

G. Mwenda, of the Tanzania Truck/Bus Owners Association, stated that the training exposed some of the same problems in all three countries, but they haven't been able to work together yet. He further added that EAC could be a "conduit" for bringing East African countries together to solve the axle weight and roadblock problems.

A caveat to the question was raised by Mariot Kalanje, Tanzania Chamber of Commerce, who stated, "It is difficult to assign specifics [from the ATRIP-USAID training sessions] because it's part of an accumulative process. We attend many workshops. Each seminar adds to the process. The seminars help networking and growing common ground. They can also help us share suspicions. There is always room for more seminars." (The number of workshops for Chamber employees averages five-six per year; regional workshops, including SADC, average 10 per year.)

Changes in standards policy without high levels of infrastructure:

Dr. Claude Moshe, Tanzania Bureau of Standards, saw that there was no need to have double certification and to accept USDA certificates on grain imports. He also saw the need for border stations that could handle the certification process. He also reviewed the technical composition of 27 agricultural committees and included new members from the private sector.

O. M. Soli, Tanzania National Food Commission, stated that when control measures are taken, they should be scientifically controlled but not interfere with WTO. He added that the training made him aware that whenever standards are applied, they can serve as barriers to trade. He has conveyed this philosophy to his staff. Mr. Soli also added that the training pointed out that they did not know how much to value what they knew. Now he seeks new opportunities for sharing.

- Dr. William Riwa, Tanzania Ministry of Agriculture and Cooperatives, stated that although it is difficult to attribute change to one project, he found the US study tour most useful, especially quarantine and phytosanitary activities. When he returned to Tanzania after the training, he reviewed Tanzania's Plant Protection Act for international compliance. He also recruited and trained 100 additional inspectors using literature and cassettes from the U.S. study tour. With cooperation from FAO, he established a lab (not as yet fully operational) in the harbor based on what he saw in the U.S. Dr. Riwa also felt that networking was an important activity of the in-country workshops.
- Dr. Wilson Songa, Assistant Director-Plant Protection Services, KEPHIS, stated that he realized during the study tour how computers can keep other departments aware of other departments' work. He then expanded his briefings to Customs, Security, Kenya Bureau of Standards and Public Health. When he holds seminars, he will invite, for example, a Senior Customs Officer to the open session and later hold a teaching session on a specific topic, such as seed inspection. He has worked to improve relations with Customs by holding meetings on SPS issues so that KEPHIS inspections are not seen only as an additional cost. Dr. Songa has also gone on to become Kenya's representative on international SPS committees having realized the importance of national representation if Kenya wants to trade in fresh produce. He also took advantage of his visit to APHIS to work on a KEPHIS pest list.
- Damas Mulagwe of the Uganda Marketing Service, also came to realize that the preshipment requirement in place at the time was irrelevant because the U.S. system was satisfactory. He requested the government to remove this policy when he worked at the grain mill. He also made important contacts and saw the opportunities one can create with partners. He attempted to put a supply chain in place for wheat with USAgri. He also learned about AGOA opportunities and how much government facilitates farming. He continues to make suggestions to the Ministry for reform.
- Okassi Opolot, Ugandan Ministry of Agriculture, began to insert the management of standards in agricultural projects, reviewing available resources and existing statutes with respect to seeds. He also reviewed customs documents for agricultural clearance with a new perspective. Mr. Opolot stated that the most important outcome of the in-country workshops was that they "gave him exposure to policymakers." He also added that he noted "workshop participants gave up country specifics to understand the larger concept of 'standards.'"
- David Lule, Chairman of Uganda's Horticultural Exporters Association, stated that "standards were not taken seriously before the workshops. Previously they were only for niche markets. SPS is crucial. We must comply or we won't get products in markets." Mr. Lule has organized the farmers he works with into groups so they can mobilize and pass on critical information. He has fostered self-regulation by farmers on the use of pesticides.
- Haruna Semyano, Uganda Export Promotion Board, a parastatal, is setting up a Quality Assurance Board for Ugandan exports that involves representatives from the Ministries of Agriculture, Health, the Bureau of Standards and the Export Promotion Board.
- Dr. Ben Manyindo, Uganda Bureau of Standards, during the U.S. study tour looked for the way things could be borrowed. He saw grain inspection as very relevant and upon returning home tried to come up with a national workshop to explore gaps in harmonization of standards. He is also looking to institute grades in Uganda, particularly for maize. Grain

standards, based on U.S. standards, and grading are almost ready for release. He noted that the in-country workshops focused on what our priorities should be and identified a way forward.

Changes in transportation policy without high levels of infrastructure:

Nicholas Mbwani of Tanzania's National Transport Cooperation, noted that after the ATRIP-USAID program, he worked to strengthen transport associations by fostering collaboration on common programs, showing unity and establishing a strong secretariat. He stated, "transport associations provide [truckers with] the only link to government."

Stephen Byaruhanga, Managing Director of Uganda's Long Freighters Limited, stated that the workshops made him aware of good relationships between the public and private sectors. He has worked to develop partnerships with the Ugandan Revenue Authority and have freight representatives serve as members of working committees. The transporters in turn have their own permanent committee to review problems and report out to the Revenue Authority.

Changes in high levels of policy or infrastructure

To the best of the Impact Assessment Team's determination, there have been no changes in high levels of regional policy or infrastructure building as a result of the project. Policy-infrastructure building efforts were discussed in the Background Section under the February 2002 Arusha Workshop. They were incorporated into a proposal document and presented to the East African Community for approval and international donors for funding. To date these proposed projects have not been funded. Individually, some former participants work at very high levels of policy making. For example, Dr. Wilson Songa, KEPHIS, is an international expert in his field and attends many international standards organizations meetings. Mr. A. K. Ngemera was the drafter for Tanzania's new Trade policy.

Some former participants have moved on or been promoted before or since the February 2001 workshop:

J. M. Alusa of the Kenya Ports Authority was appointed Manager of the Container Facility, Port of Mombasa, Kenya

Dr. Wilson Songa, former Assistant Director of the Plant Protection Services, is now Deputy Director, Plant Protection Services, Kenya Health Inspectorate Service

Gladys Maina, former Assistant Quality Control Director, was appointed Deputy Quality Control Director, Kenya Plant Health Inspectorate Services

Margaret Rotich, former Deputy Director of the Kenya Bureau of Standards, is now its Managing Director.

A. K. Ngemera, former Director of Planning, Tanzania Ministry of Industry and Trade, is now a Permanent Secretary.

Nicholas H. Mbwani, former Managing Director of the National Transport Corporation (a parastatal) is now Chairman and Managing Director of Transport Resource Centre, Ltd.

Allen Kanga, former Deputy Commissioner, Uganda Revenue Authority, is now a Commissioner.

Aziz M. Ramzan, former Manager of Conventional Cargo, is currently Commercial Manager, Kenya Ports Authority

Former participants grow public-private partnerships

Public private relationships are just emerging in East Africa. Sentiment was expressed that citizens must realize that government cannot provide all goods and services. However, citizens are used to government doing just that. And governments are used to providing too and have not created an atmosphere of growth for the private sector. Local private investment in infrastructure has not been rewarded but overly taxed. To encourage reinvestment of profits local entrepreneurs will have to experience long-term liberalization efforts and enabling environments.

Chambers of Commerce are growing in importance. For example, Tanzania's former Socialist government did not foster public-private partnerships. Since 1988, the Tanzania Chamber of Commerce has provided advocacy for the business community. It works in the agricultural sector to increase public-private dialogue and promote exports. It is often consulted by the Ministry of Agriculture about new policies. The Chamber often urges the government to recognize policy stakeholders, although they are not organized. The Chamber has established district offices so that stakeholders can be consulted at the policy formulation and implementation stages. Mariot Kalanje noted that "we are seeing change in public-private relations. There is more and more cooperation between the two, and less control by the public sector. Each side needs the other." The Chamber also sponsors the National Business Council; membership is extended to the district and local levels. The Council meets twice a year and ministers who address the Council can get feedback on what people are thinking all over the country.

A former participant reported that a Surface and Marine Regulating Agency was established in Tanzania in 2002. Private transit associations have a place at that table.

The Tanzania Ministry of Agriculture has recently undertaken a pilot public service reform project. It has drafted a client service charter and is redefining the Ministry's core functions. After a re-organization, its core functions will be hived off to the private sector, which will assume more of the responsibilities. Also the central government will decentralize many of its functions to local governments, such as agriculture extension work. The Ministry of Agriculture will supply guidance, research and policy initiatives. However, agricultural inspection services will stay within the government. The Tanzania Ministry of Agriculture has in place an "Agricultural Sector Development Strategy." One of its programs is to strengthen food security policy by promoting markets, farmers and stakeholders. There are also plans to promote regulatory standards in post-harvest management by providing guidelines to the public and private sectors.

Dr. Bartholomew Rufunjo, Director of Transport and Communications, Tanzania Ministry of Communications and Transport, noted that the public sector needs to work together with the private to facilitate transportation. He stated, "this is the time when private companies must take ownership of the sector and challenge government policy." Participant Sabwa from the Kenya

International Freight and Warehousing Association stated that truckers are not involved in policy making as much as they would like.

Thirty percent of the Tanzania Bureau of Standards' Board of Directors is from the private sector. Dr. Claude Moshe stated, "the [ATRIP-USDA project] may have enhanced the process of growing experts in the private sector. There needs to be less shyness between the private and public sectors."

Participant Soli from the Tanzania National Food Commission noted that there has been more self-regulation in the private sector, and that the Commission has sought to become more customer friendly. Both sides meet, talk and identify problems together.

Joseph Keeru, Senior Principal Standards Officer, Kenya Bureau of Standards, stated that he regularly talks with stakeholders from private industry.

In summary, participants responded well to the training intervention. Behavioral changes were realized in the majority of attendees. The environmental constraints are daunting. In addition, budget constraints and human capacity to provide support will continue to impede rapid change – but seeds have been planted and there does not appear to be a turning back from the realization of importance for the harmonization of transportation and agricultural standards in the East Africa region. However, it would not be surprising if eventually the greatest impetus for harmonization came from the emerging private sector rather than through national governments.

VI. CONCLUSIONS AND RECOMMENDATIONS

In spite of the obstacles facing them, the East African participants did and continue to do an excellent job in overcoming technical barriers to trade with the resources available to them. Thanks to their good efforts and the support provided by the U.S. facilitators, the "EAC: Transportation Management and Harmonization of Agricultural Standards" project was successful in achieving its objectives: changing individual behavior and designing new regional policies for facilitating agricultural trade. From the data collected above, we see that the hypotheses set forth in the Methodology Section are true.

- H₁: The project increased participants' awareness of the effect of policy making on national and regional trade issues, especially with respect to technical barriers to trade.
- H₂: The participants who attended the workshops fostered change in small- and large-scale infrastructure transportation and harmonization policies, both nationally and regionally.
- H₃: There has been an increase as a result of the project in public-private partnerships with respect to policy making in transportation management and harmonization of agricultural standards.
- H₄: There were important side benefits to the project as a result of networking and facilitation of communications.

While this project accomplished its objectives in changing desired behavior and drafting policy changes, it also provided a forum and a network for the participants from all three countries to come together for the common good. This willingness to set aside national priorities may have been enhanced by economic, educational, linguistic, population size, historical and cultural similarities. And, the three countries were more or less on a par with each other in the areas specifically addressed by this project. Too much diversity from country to country may have presented more challenges in addressing common problems. This is something to keep in mind if the project is replicated elsewhere.

The projects that were finalized in the February 2002 Arusha workshop and approved for funding by the East African Community all had over million dollar price tags attached. There was some disappointment registered by the participants that nothing came out of their recommendations, although it was made clear throughout the course of the workshops that the “way forward” was up to the participants and that there would be no additional U.S. funding. If this intervention is replicated, the implementers may wish to steer participants away from high ticket infrastructure projects. These types of projects, in general, are unpopular with international donors who have historically chosen to fund national projects rather than regional ones. There are many pros and cons for Regional Public Goods such as those developed by the project participants. The primary sentiment against them is that regional public projects fall apart and resentment grows if one of the partners is forced to reduce its contribution. To date, only regional development banks have had much support and success in infrastructure efforts.

An alternative track that focuses on the smaller projects might also be appropriate. Participants could have break out sessions on the theme of “what small steps can we take together that will cost little or no money?” Such activities would provide additional building blocks for networking and building capacity in an incremental way. For example, a working group could draft proposals for smaller amounts of funding that would defray the costs of the publication of standards.

The Impact Assessment Team also recommends that the goals and objectives for each workshop be clearly stated on the agendas. While these were verbalized before the workshops, it is useful to have them in front of the participants and trainers at all times. Projected outcomes from each workshop session can serve to keep the training focused and provide structure for an impact assessment.

Future Strategic Planning Mission teams would greatly assist project implementers, monitors and evaluation efforts if they included a needs assessment, i.e., asking future participants what they saw as their specific needs in certain areas, while in-country. Although there was a lot of “ownership” by the East Africans of this project in the long run, having these specifics on hand would have made the job of the project planners simpler and topics easier to develop. This type of information would have allowed the U.S. implementation team to prepare up front instead of learning as they went along.

Follow-up

The short survey did ask participants their opinions about specific follow-up activities: If funding became available for a follow-on activity(-ies), please prioritize the following topics by assigning a number 1-4 to—

- Trade and Investment delegations
- Regional policy consensus building in transportation management
- Regional policy consensus building in harmonization of agricultural standards

Other follow-up suggestions

Regional policy consensus building in transportation management and harmonization of agricultural standards tied for first place; Trade and Investment delegations fell in third place. If the suggestions in “Other” below were ranked, “Regional policy consensus building in harmonization of agricultural standards” would rank in first place and transportation management would rank second. “Other” suggestions included the following:

- Training and provision of equipment [for standards]
- Facilitation to international conferences and meetings
- Funding the initiatives/projects already developed in the previous workshop
- Training and provision of inspection facilities at the points of grain imports/exports in Tanzania/East Africa
- Enhancement of Conformity Assessment in EAC
- Establishment of national and regional Accreditation bodies in EAC
- Capacity building in the area of Conformity Assessment for organically grown products
- Capacity building and funds to be able to avail all information required for Pest Risk Analysis by the U.S.
- Create awareness among formers and exporters on the need to meet the requirements of the export market
- Facilitate the farmer to meet the requirements of the export market

Suggestions for future training from interviews:

- Julius Matiko, Vice President (Agriculture), Tanzania Chamber of Commerce, who was not a participant, suggested that often the “top” is more exposed to training and new ideas than mid-to lower level workers. More training should be offered in simplified language so that regional and district leadership can understand how agricultural policy is related to WTO and EU.
- A former Tanzanian participant suggested seminars for specific categories.
- Permanent Secretary, A. R. Ngemera, Tanzania Ministry of Industry and Trade, suggested involving more people in training at the national level. Coordinating Committee members could make the linkages.

In summary, interventions that aim at building agricultural trade capacity in developing countries require patience in realizing infrastructure building but can expect rewarding results in human capacity building. Professionals from developing countries who convene on a regional basis in a supportive and facilitative atmosphere to discuss ways to effect change in mutually-shared technical barriers to trade cannot help but build step-by-step their country's and eventually their region's trade capacities. The outcomes of training interventions such as those in "East African Transportation Management and Harmonization of Standards to Foster Agricultural Trade" may be small incremental steps, but incremental steps are very important because they mean individual behaviors have been changed and project goals met.

APPENDIX A

LEVEL OF PARTICIPATION IN USDA/ATRIP EAST AFRICAN PROJECT

Name	Organization	County	US Study Tour	February 2001	May 2001	September 2001	February 2002	Coord. Committee	Interview Sept. 2002
Akothia, D.	Fresh Produce Exporters Assn. Of Kenya	K		X					
Alusa, J. M.	Kenya Ports Authority	K				X			
Amoh, George	Kenya Plant Health Inspection Services	K			X				
Arunga, Rachel	Ministry of Transportation and Communication	K				X	X		
Baissan, Max	World Food Programme			X					
Bisbas, Ali	Kenya Road Board	K		X	X	X			X
Bwombuna, Peter	Ministry of Agriculture & Rural Development	K					X		
Chebii, S. K.	Kenya Revenue Authority	K				X	X		
Echessa, Protasse	RTTA	K	X	X					
Gekonge, Nathaniel	Ministry of Roads and Public Works	K				X			
Kanamugire, Silas	Transit Transport Coordinating Authority	K	X						
Karanja, Mercy	Kenya National Farmers Union	K		X					
Keeru, Joseph	Kenya Bureau of Standards	K			X	X	X	X	X
Kimazi, Esther	Kenya Plant Health Inspection Services	K		X		X			
Kitolo, A. M.	Ministry of Information, Transport & Communication	K			X	X			
Kyungu, Sammy	Perm. Sec., Ministry of Info. Transport & Communication	K					X		
Likami, M.	Ministry of Information, Transport & Communication	K			X				
Likimani, Jane	Fresh Produce Exporters Assn. Of Kenya (FPEAK)	K			X				
Maindi, Elizabeth	Kenya Bureau of Standards	K			X				
Maina, Gladys	Kenya Plant Health Inspection Services	K	X	X	X	X	X		X
Masila, Eng.	Ministry of Trade and Industry	K				X			
Mburu, Moses	Department of Agriculture	K		X	X				
Mburu, Rosemary	Export Development Service	K			X				

Also interviewed Stephen Muiruri, Kenya Ministry of Agriculture, who attended the pre-planning session in Arusha 2002 and Carol Kamau, Office of the US Agricultural Attache, Nairobi, who accompanied the Standards group on the U.S. study tour.

Name	Organization	County	US Study Tour	February 2001	May 2001	September 2001	February 2002	Coord. Committee	Interview Sept. 2002
Mokaya, H. M.	Kenya Bureau of Standards	K		X					
Musuva, Daniel	Kenya Bureau of Standards	K					X		
Mutai, A.	Kenya Ports Authority	K				X			X
Mwania, Nzuki	Regional Transport Policy Advisor	K		X	X				
Mwangi, Lawrence	Kenya Breweries Limited Seed Trade Assn. Of Kenya	K		X	X				
Ndiwo, D. M.	Kenya Bureau of Standards	K				X			
Nderitu, Titus	Ministry of Roads and Public Works	K		X					
Ngala, Grace	Kenyawide Securities	K	X						
Ntahonsigaye, Venant	Transit Transport Coordination Authority (TTCA)	K		X	X				
Okiring, P. E.	Kenya Railways Corporation	K				X			
Onduso, C. E.	Ministry of Finance & Planning	K			X	X	X	X	X
Opiya, Peter	Pest Control Board	K				X			
Ramzan, Azizahmed M.	Kenya Ports Authority	K	X	X	X				X
Rotich, Margaret	Kenya Bureau of Standards	K	X	X					X
Sabwa, E. M.	Int'l. Freight & Warehousing Association (KIFWA)	K		X	X	X			X
Songa, Dr. Wilson	Kenya Plant Health Inspection Services	K	X		X				X

Name	Organization	County	US Study Tour	February 2001	May 2001	September 2001	February 2002	Coordinating Committee	Interview Sept. 2002
Ahmed, Mohammed	Tanzania Bus Owners Association	T			X				
Baitenkene, E.A.M.	Tanzania Revenue Authority	T		X	X				
Baryorguru, C. R.	National Milling Kurasini	T		X	X				
Bitegeko, Janet	Ministry of Agriculture	T				X			
Chibanhila, O.A.V..	Tanzania Railways Corporation	T		X	X				
Chipa, Joachim	Tanzania Central Freight Bureau	T		X					
Chuwa, Magdalena	Ministry of Industries and Trade	T		X	X				
Dhiran, Salim	Mohamed Enterprises	T			X				
Ekelege, Charles	TZ Bureau of Standards	T				X	X		X
Ferouz, Wahid	Azam Bakeries, Ltd.	T			X				

Name	Organization	County	US Study Tour	February 2001	May 2001	September 2001	February 2002	Coord. Committee	Interview Sept. 2002
Ibrahim, Said A.	Tanzania Freight Forwarders Association	T	X	X	X				X
Jembere, Lemma	World Food Programme			X	X				
Kalanje, M	TZ Chambers of Commerce, Industry and Agriculture	T				X			
Kamuzora, Generosa	Planning Commission	T		X	X				
Kilindu, Mrs.	TZ Confederation of Industries	T			X				
Kiondo, Charles	Marine Services Co., Ltd.	T		X	X				
Liamba, B.A.N.	Ministry of Transport					X	X		X
Lifiga, Linda	TZ Chambers of Commerce, Industry & Agriculture	T		X	X				X
Lubinza, F.	Bureau of Standards	T		X					
Maingu, Nashom	Bureau of Standards	T		X					
Mashimba, Dr. E.	Government Chemist Laboratory Agency	T		X					
Mbuya, Jacqueline	Ministry of Agriculture	T		X					
Mbwanji, Nicholas	National Transport Cooperation	T	X	X	X	X	X	X	X
Mkassa, K. L.	Tanzania Bureau of Standards	T			X				
Mlingi, Protas	TZ Revenue Authority	T					T		
Mngodo, John	Ministry of Agriculture	T		X	X				X
Mollel, Jacob	Kenmillers, Ltd.	T		X					
Mosha, Dr. Claude	Tanzania Bureau of Standards	T	X	X	X		X	X	X
Mngodo, John	Ministry of Agriculture	T		X					
Munisi, Methew J.	Perm. Sec., Ministry of Agriculture and Food Security	T					X		
Mutabazi, Beatrice	Tanzania Bureau of Standards	T	X	X	X	X	X	X	X
Mwaikambo, Wilma	Ministry of Agriculture	T		X					
Mwarusha, Jerome	Bureau of Standards	T		X					
Mwenda, G.	Tanzania Truck/Bus Owners Association	T		X	X	X			X
Ngemera, A. R.	Ministry of Industry and Trade	T				X			X
Riwa, William	Ministry of Agriculture and Cooperatives	T	X	X	X	X			X

Name	Organization	County	US Study Tour	February 2001	May 2001	September 2001	February 2002	Coord. Committee	Interview 2002
Ruben, S. O. W. M.	Sokoine University of Agriculture	T		X	X				
Rufunjo, Dr. B.	Ministry of Communications & Transport	T		X	X				X
Rugaihuruz, Jason	Tanzania Ports Authority	T	X	X					X
Rwegosha, Sarati	Government Chemist Laboratory Agency	T			X				
Said, Said Mohammed	Azam Bakeries, Ltd.	T		X	X				X
Shamte, Rukia	Tanzania Railways Corporation	T	X	X	X				
Shemhina, Rehema	National Food Control Commission	T			X				
Shirima, Rogasian	TZ Revenue Authority	T				X			
Soli, O. M.	National Food Control Commission	T		X	X				X

Name	Organization	County	US Study Tour	February 2001	May 2001	September 2001	February 2002	Coord. Committee	Interview Sept. 2002
Aluka, Pauline	National Agricultural Research Organization-Coffee	U		X	X				
Amai, J. O.	Min. of Tourism, Trade & Industry	U		X	X				
Aineboyona, W.	Ministry of Finance	U				X			
Apolot, Stella	Uganda National Bureau of Standards	U		X					
Byaruhanga, Stephen	Secretary General UCTOA	U			X				X
Bazaale, Joseph	National Seed Certification Service	U			X				
Bazirake, Constante B.	Min. of Agriculture, Animal Industry & Fisheries	U		X	X				
Itazi, G. J.	Ministry of Works, Housing and communications	U				X	X		
Joel, Masembe	Micro-Finance	U		X					
Kabatsi, Joy	Uganda Revenue Authority	U	X		X		X		X

Name	Organization	County	US Study Tour	February 2001	May 2001	September 2001	February 2002	Coord. Committee	Interview Sept. 2002
Kagina, Allen	Uganda Revenue Authority	U		X	X	X			
Kagoda, Dr. S.P.	Ministry of Trade & Industry	U				X			
Kamajugo, Richard	Uganda Revenue Authority	U		X		X			X
Kabeere, Flavia	National Agricultural Research Organization	U			X				
Kajjuka, Chris	FICA Seeds	U					X		
Kasajja, G. P.	Perm. Sec., Min. of Agriculture	U					X		X
Kareba, Charles	Kargo International, Ltd.	U	X	X	X	X	X	X	X
Katafiire, Maureen	Min. of Agriculture, Animal Husbandry and Fisheries	U		X	X				
Kimera, Henry Richard	Uganda Consumers Protection Association	U		X	X				
Lugwana, Lawrence		U			X				
Lule, David	Horticultural Exporters Association of Uganda	U		X	X				X
Mangheni, Wycliffe Oguti	Variety Testing Officer	U		X	X				
Manyindo, Dr. Ben	Uganda National Bureau of Standards	U	X	X	X	X			X
Masette, Margaret	Food Science & Technology Research Inst.	U		X	X				
Muhhuku, Fred	Agribusiness Development Center	U					X		
Mugaya, Dr. Fred	Busoga Transport Cooperative	U		X	X				
Mulagwe, Damas	Uganda Grain Milling Co.	U	X	X		X			X
Mulindwa, Khassim		U			X				
Nakkazi, Jennifer	Min. of Agriculture, Animal Industry & Fisheries	U			X				
Nalumansi, Sarah	Uganda Manufacturers Association	U	X		X				
Odoch, Peter Otim	Uganda Oil Seed Producers and Processors	U		X	X				
Odong, Michael	Min. Agriculture, Animal Industries and Fisheries	U		X					
Okello, A. S.	Min. of Agriculture, Animal Industry & Fisheries	U				X			

Name	Organization	County	US Study Tour	February 2001	May 2001	September 2001	February 2002	Coord. Committee	Interview Sept. 2002
Okello, Cypriano	Ministry of Works, Housing and Communications	U		X					
Omar, S M. Omar	Omar Transporters	U			X				
Ongom, Walter	Commodity Export Co. Ltd	U		X	X				
Opolot, Okaasai	Min. of Agriculture	U	X	X	X	X	X	X	X
Otinrui, Peter	UOSPA	U			X				
Sekitoleko, Patrick	Uganda National Bureau of Standards	U			X	X	X		X
Semyano, Haruna	Ministry of Tourism, Trade and Industry	U		X	X				X
Tashobya, Stephen	Uganda Commercial Truck Owners Association	U		X	X	X			X
Wandera, Godfrey O.	Ministry of Works, Housing & Communications	U	X	X		X			
Wesonga, Dr. Wanderema S.N.	MAAIF-Directorate of Animal Resources	U		X					
Windsor, Muzoori Hans	Cotton Development Organization	U		X	X				X

APPENDIX B

ATRIP: EAC-IN-COUNTRY TECHNICAL WORKSHOP FOR TRANSPORTATION MANAGEMENT AND HARMONIZATION OF STANDARDS

DATES: Uganda –February 12-14,2001
Kenya –February 15-17, 2001
Tanzania –February 21-23, 2001

DAY ONE - MORNING JOINT SESSION

8:30	Registration/Administration
9:00	Welcome and Introductions
	Program Overview
9:30	Partnerships: Public and Private
	Session Leader Lawrence Barbieri
10:15	Tea Break
10:30	Partnerships Breakout Groups
11:15	Groups Report Out - Discussion
11:45	Wrap up and Summation
12:00	Lunch

DAY ONE - AFTERNOON

TRANSPORTATION SESSION

1:30	Regulatory and Enforcement of Standards
	Session Leader Harold (Harry) Eubanks
3:00	Transportation Breakout Groups
3:45	Tea Break
4:00	Groups Report Out - Discussion
4:30	Wrap up and Summation
5:00	Networking

HARMONIZATION SESSION

1:30	Standards Development
	Session Leaders Paul Manol and Brian McKee
3:00	Standards Breakout Groups
3:45	Tea Break
4:00	Groups Report Out - Discussion
4:30	Wrap up and Summation
5:00	Networking

DAY TWO - MORNING JOINT SESSION

9:00	Data Collection and Dissemination for Agricultural Transportation and Harmonization of Standards Session Leader Heidi Reichert
10:15	Tea Break
10:30	Data Collection and Dissemination Breakout Groups
11:15	Groups Report Out - Discussion
11:45	Wrap up and Summation
12:00	Lunch

DAY TWO - AFTERNOON

TRANSPORTATION SESSION

1:30	Interstate Transportation Facilitation Session Leader Harold (Harry) Eubanks
3:00	Transportation Breakout Groups
3:45	Tea Break
4:00	Groups Report Out - Discussion
4:30	Wrap up and Summation
5:00	Networking

HARMONIZATION SESSION

1:30	Standards Implementation Session Leaders Paul Manol and Brian McKee
3:00	Standards Breakout Groups
3:45	Tea Break
4:00	Groups Report Out - Discussion
4:30	Wrap up and Summation
5:00	Networking

DAY THREE - MORNING

9:00	Review
9:15	Generate Policy Ideas for Recommendations in Breakout Groups
10:15	Groups Report Out Recommendations -Discussion
10:45	Prioritize Recommendations
11:15	Discussion of Project's Next Steps: -Time frame for next training session (May) -Recommendations for training topics -Develop list of final (August) workshop policymaker attendees -Feasibility of a public-private partnership working committee

Assignment:

Participants review and evaluate list of policy recommendations from Kenya, Uganda and Tanzania from first set of training workshop sessions. A list of all three countries policy recommendations will be sent to all participants by March 15, 2001.

11:30	Closing Comments
11:45	Evaluation
12:00	Presentation of Certificates

**ATRIP: EAC-SECOND IN-COUNTRY TECHNICAL WORKSHOP
FOR TRANSPORTATION MANAGEMENT
AND HARMONIZATION OF STANDARDS**

DATES: Tanzania, May 14-16
 Kenya, May 17-18 and May 21
 Uganda, May 23-25

DAY ONE - MORNING SESSIONS

8:45	Registration
9:00	Welcome and Introductions Program Overview
9:30	Transportation Management and Harmonization of Standards Groups Meet Together
10:15	Break
10:30	Harmonization of Standards Session Transportation Management Session
11:15	Groups Report Out - Discussion
11:45	Wrap up and Summation
12:00	Lunch

DAY ONE - AFTERNOON SESSIONS

1:00	Private-Public Partnerships Harmonization of Standards Session Transportation Management Session
2:45	Break
3:00	Groups Report Out - Discussion
4:00	Wrap up and Summation

DAY TWO - MORNING SESSIONS

9:00	Day One Review
9:15	Policy Changes Harmonization of Standards Session Transportation Management Session
10:15	Break
10:30	Resume Sessions
11:15	Groups Report Out - Discussion
11:45	Wrap up and Summation
12:00	Lunch

DAY TWO - AFTERNOON SESSIONS

1:00	Final Recommendations Review
2:30	Discussion & Preparations for September Regional Workshop
3:15	Break
3:30	Wrap up and Summation
3:45	Evaluation
4:00	Presentation of Certificates and Closing Comments

DAY THREE - MORNING SESSION

10:00	Identified Private Sector Association Meeting with U.S. Team and Core Members
11:45	Wrap up and Summation

APPENDIX C

**EAST AFRICAN TRANSPORTATION MANAGEMENT AND HARMONIZATION OF
STANDARDS POLICY WORKSHOP TO FOSTER AGRICULTURAL TRADE**

PRESENTATION OF RECOMMENDATIONS

WEDNESDAY, SEPTEMBER 12, 2001

**THE NOVOTEL MOUNT MERU
ARUSHA, TANZANIA**

Agenda

9:00 a.m.	Welcome	Frank Fender
9:15 a.m.	Introductions	Fred Kessel
9:30 a.m.	Africa Growth and Opportunity Act	Open Discussion
10:15 a.m.	Project Overview	Jennifer Maurer
10:30 a.m.	BREAK	
		Jim Caron – Moderator
10:45 a.m.	Transportation Management Recommendations	Nicholas Mbwangi
11:45 a.m.	Open Discussion	Jim Caron – Moderator
1:00 p.m.	LUNCH	
		Brian McKee—Moderator
2:00 p.m.	Harmonization of Standards Recommendations	Okaasai Opolot
3:00 p.m.	Open Discussion	Brian McKee—Moderator
4:15 p.m.	Final Conclusions/Way forward	Discussion
4:45 p.m.	Closing Remarks	Frank Fender Jennifer Maurer
5:00 p.m.	Adjourn	

APPENDIX C

USDA – EAC POLICY MAKERS MEETING PROGRAM 14TH FEBRUARY 2002

9:00 – 9:15	Registration
9:15 – 9:30	Opening of Meeting & Introduction of Participants
9:30 – 9:40	Project Review by Regional Coordinator
9:40 – 9:50	General Comments
9:50 – 10:15	TEA BREAK/GROUP PHOTO
10:15 – 10:45	Tanzania Moderator – Mr. Liamba ¹ Project 1: Establishment of National and Regional Accreditation Bodies in EAC
10:45 – 11:15	Project 2: Creation/Strengthening of a Transportation Data Base for EAC
11:15 – 11:45	Project 3: Enhancement of Conformity Assessment in EAC
11:45 – 12:15	Project 4: Axle Load Control and Efficient Management of Weighbridges
12:15 – 12:45	Project 5: Expedited Customs Clearance and Transit Controls
13:00 – 14:00	LUNCH
14:00 – 14:30	Kenya Moderator – Mr. Chebii ² Project 6: Promotion of Equitable Trade Practices within EAC in Conformity with established International Regulations and Agreements
14:30 – 15:00	Project 7: Provision of Technical Assistance for Capacity Building to Strengthen Road Transport Associations
15:00 – 15:10	TEA BREAK
15:10 – 16:00	Uganda Moderator – Mr. Itazi ³ Proposed Way Forward
16:00 – 16:15	Closing Remarks
19:00	RECEPTION

NOTE: Presentation 10 minutes and discussion 20 minutes for each project.

¹ Assistant Director, Ministry of Transport and Communications

² Commissioner of Customs and Excise – Kenya Revenue Authority

³ Director, Ministry of Works, Housing and Communications.

APPENDIX D

SCHEDULE OF IMPACT ASSESSMENT TEAM MEETINGS IN TANZANIA September 2-4, 2002

Dar Es Salaam

Monday, September 2, 2002

- 9:00 a.m. Daimon Mwakyembe, Director, Tanzania Bureau of Standards (at TSB)
Beatrice Mutabazi, Tanzania Bureau of Standards (at TBS)
Dr. Claude Mosha, Tanzania Bureau of Standards (at TBS)
Charles Ekelege, Tanzania Bureau of Standards (at TBS)
- 10:30 a.m. Nicholas Mbwanji, National Transport Cooperation (at NTC)
G. Mwenda, Tanzania Truck/Bus Owners Association (at NTC)
- 11:30 a.m. Dr. B. Rufunjo, Tanzania Ministry of Communications and Transport (at MC&T)
B. N. A. Liamba, Tanzania Ministry of Communications and Transport (at MC&T)
- 2:00 p.m. O. M. Soli, National Food Control Commission (at NFCC)
- 4:00 p.m. M. Kalanje, Tanzania Chambers of Commerce, Industry and Agriculture (at TCCIA)
Linda Lifiga, Tanzania Chambers of Commerce, Industry and Agriculture (at TCCIA)

Tuesday, September 3, 2002

- 9:00 a.m. William Riwa, Ministry of Agriculture (at MOA)
John Mngodo, Ministry of Agriculture (at MOA)
- 11:00 a.m. Said Mohamed Said, Azam Mills, Ltd.
Tour of Mills
- 12:00 noon Said Ibrahim Said, Tanzanian Freight Forwards Association (at Azam Mills)
- 3:00 p.m. A. R. Ngemera, Ministry of Industry and Trade (at MoIT)

Wednesday, September 4, 2002

- 10:00 a.m. Jason Rugaihuruzi, Port of Dar Es Salaam (at the Port)
Tour of Port
Conversation with developers of container port

SCHEDULE OF IMPACT ASSESSMENT TEAM MEETINGS IN KENYA
September 5-9, 2002

Nairobi

Thursday, September 5, 2002

- a.m. Peter Opiya (sent substitute), Kenya Pest Control Board (at Serena Hotel)
Charles Onduso, Ministry of Finance and Planning (at Serena Hotel)
Stephen Muiruri, Ministry of Agriculture (at Serena Hotel)
Carol Kamau, Office of the U.S. Agricultural Attache-Nairobi (at Serena Hotel)
Ali Bisbas, Kenya Roads Board (at Serena Hotel)
- p.m. E. M. Sabwa, Kenyan International Freight & Warehousing Association (at Serena Hotel)
Joseph Keeru, Kenya Bureau of Standards (at Serena Hotel)
Anthony Mutai, Kenya Ports Authority (at Serena Hotel)

Friday, September 6, 2002

- a.m. Margaret Rotich, Kenya Bureau of Standards
Tour Lab, meet staff
- a.m. Visit Kenya Rails – spoke with Dr. Abuodha (not a participant)
- p.m. Dr. Wilson Songa, Kenya Plant Health Inspection Services (at KEPHIS)
Gladys Maina, Kenya Plant Health Inspection Services (at KEPHIS)

Mombassa

Monday, September 9, 2002

- a.m. Visit Port of Mombassa
Meet with Public Relations Officer Jerry Omuare
Meet with Aziz M. Ramzan
Meet with Manager of Container Operations
- p.m. Tour Port and harbor
Meet with officials from Bulk Grain Handlers, Ltd. and tour facility

SCHEDULE OF IMPACT ASSESSMENT TEAM MEETINGS IN UGANDA
September 11-13, 2002

Kampala

Wednesday, September 11, 2002

- a.m. Damas Mulagwe, Uganda Marketing Service (at the Sheraton Hotel)
Patrick Sekitoleko, Uganda National Bureau of Standards (at the Sheraton Hotel)
Joy Kabatsi, Uganda Revenue Authority (at the Sheraton Hotel)
Stephen Byaruhanga, UCTOA (at the Sheraton Hotel)
Muzoori Hans Windsor, Cotton Development Organization (at the Sheraton Hotel)
- p.m. David Lule, Horticultural Exporters Association of Uganda (at the Sheraton Hotel)
Pauline Aluka (sent representative), National Agricultural Research Organization-Coffee (at the Sheraton Hotel)
Stephen Tashobya, Uganda Commercial Truck Owners Association
Haruna Semyano, Ministry of Tourism, Trade and Industry, Export Promotion Board (at the Sheraton Hotel)
Dr. Ben Manyindo, Uganda National Bureau of Standards

Entebbe a.m.

Kampala p.m.

Thursday, September 12, 2002

- a.m. G. P. Kasajja, Ministry of Agriculture (at the MoA)
Permanent Secretary, Ministry of Agriculture (at the MoA)
Rosemary Tibiwra, (not a former participant) Ministry of Works (at the MoW)
- p.m. Richard Kamajugo, Uganda Revenue Authority (at URA)
- p.m. Tour National Bureau of Standards

Kampala

Friday, September 13, 2002

- a.m. Okassai Opolot, Ministry of Agriculture (at the Sheraton Hotel)
Charles Kareba, Kargo International, Ltd. (at the Sheraton Hotel)

APPENDIX E

Dear Kenyan Participant,

Date:

Thank you for participating in the USDA-USAID sponsored training workshops in "Transportation Management and Harmonization of Agricultural Standards." We hope this series of workshops has proven beneficial to you in your work and has helped establish a forum for regional policy changes. In September 2002, a team will be traveling to East Africa to conduct an impact assessment of the two in-country workshops and the policy presentations in Arusha. The team will be interviewing as many former participants as time allows from each country. In addition, the assessment team is seeking your assistance in identifying areas of project impact. The survey below seeks to identify changes over time (July 2000-present) in Transportation Management Policy, Harmonization of Standards Policy, Transportation Infrastructure and Harmonization Infrastructure on a regional and country basis. The questions are based on the findings of a USDA-USAID site assessment published in September 1999. The intention of the survey is to compare the 1999 findings with the current situation in your region and specific country and to determine what if any percentage of the change is attributable to the USDA-ATRIP project. Your country coordinator will distribute and collect the survey forms from you in advance of the September 2002 visit. We thank you in advance for your time and effort.

Sincerely, The Assessment Team

Your Name _____ (optional)

Status as of September 1999 (A)	Transportation Policy – Regional Change(s) since September 1999 to Present (B)	Est. percent change in (B) attributable to USDA- ATRIP project (if applicable) (C)	If (C) is positive, what are the estimated savings realized from change(s) indicated in US\$ or local currency. (Please specify unit, e.g., per ton, per container, per year, etc. Ex: \$US 2,500 per container)	Did or will this change lead to increased regional or international agricultural trade? (Please circle one or both.)
Participated in some form of regional effort to minimize impediments to regional and international trade flows through harmonization of transportation standards such as the Transit Transport Coordination Authority.	a. Public sector participants: Do you still participate in regional organizations such as the TTCA? If yes, please name these organizations. b. Private sector participants: In what regional efforts did you participate in 1999? Do you still participate?			Regional International

Status as of September 1999 (A)	STANDARDS POLICY – REGIONAL Change(s) since September 1999 to Present (B)	Est. percent change in (B) attributable to USDA-ATRIP project (if applicable) (C)	If (C) is positive, what are the estimated savings realized from change(s) indicated in US\$ or local currency. (Please specify unit, e.g., per ton, per container, per year, etc. Ex: \$US 2,500 per container)	Did or will this change lead to increased regional or international agricultural trade? (Please circle one or both.)
Participated in some form of regional effort to minimize impediments to regional and international trade flows through harmonization of health and grading standards.	a. Public Sector participants: In what regional efforts did you participate in 1999? In what efforts today? b. Private sector participants: Did you participate in any regional effort in 1999? Are you participating in any today?			Regional International
Harmonized standards existed for 89 products.	Public Sector participants: Do more harmonized standards exist in 2002? Approximately how many more products?			Regional International

Country	Status as of September 1999 (A)	TRANSPORTATION POLICY - KENYA Change(s) since September 1999 to Present (B)	Est. percent change in (B) attributable to USDA-ATRIP project (if applicable) (C)	If (C) is positive, what are the estimated savings realized from change(s) indicated in US\$ or local currency. (Please specify unit, e.g., per ton, per container, per year, etc. Ex: \$US 2,500 per container)	Did or will this change lead to increased regional or international agricultural trade? (Please circle one or both.)
Kenya	Committed to privatizing port and rail operations within country and allowing rail, motor carrier, port operations and ocean shipping to operate free of economic regulation.	Public Sector Participants: Is Kenya still committed to privatization? If yes, what steps have been taken? If no, what reasons can you give?			Regional International
Kenya	All freight trucks bound for Uganda are "escorted" from Mariakana to the Uganda border to prevent cargo diversion.	Public Sector Participants: Is this practice still in place or has it been superseded? If superseded, what is current situation?		N/A	N/A

Country	Status as of September 1999 (A)	TRANSPORTATION POLICY – KENYA Change(s) since September 1999 to Present (B)	Est. percent change in (B) attributable to USDA- ATRIP project (if applicable) (C)	If (C) is positive, what are the estimated savings realized from change(s) indicated in US\$ or local currency. (Please specify unit, e.g., per ton, per container, per year, etc. Ex: \$US 2,500 per container)	Did or will this change lead to increased regional or international agricultural trade? (Please circle one or both.)
Kenya	Transport officials are making a concerted effort to improve management practices to compensate for the lack of private investment in infrastructure and equipment.	a. Public Sector Participants: Are transport officials continuing to improve management practices? b. Public Sector Participants: Has there been an increase in private investment in infrastructure and equipment since 1999?			Regional International
Kenya	Early stages of privatization of stevedores and container operations at Mombassa.	Public Sector Participants: Have the stevedores and container operations been privatized?			Regional International
Kenya	Cumbersome paperwork in Mombassa causes severe delays.	Public and Private sector participants: Have there been any changes to streamline the cumbersome paperwork in Mombassa?			Regional International

		If so, what changes?			
Kenya	Kenya and Uganda have little information sharing and cooperation concerning operations at the Tororo Yard.	Public and Private Sector participants: Has this situation improved any over the past two years?			Regional International

Country	Status as of September 1999 (A)	STANDARDS POLICY – KENYA Change(s) since September 1999 to Present (B)	Est. percent change in (B) attributable to USDA-ATRIP project (if applicable) (C)	If (C) is positive, what are the estimated savings realized from change(s) indicated in US\$ or local currency. (Please specify unit, e.g., per ton, per container, per year, etc. Ex: \$US 2,500 per container)	Did or will this change lead to increased regional or international agricultural trade? (Please circle one or both.)
Kenya	Had initiated a process for reducing delays associated with port and border clearance procedures involving customs, health, grading and security.	Public sector participants: Have the processes in column (A) continued to evolve? If so, how?			Regional International

Country	Status as of September 1999 (A)	STANDARDS POLICY – KENYA Change(s) since September 1999 to Present (B)	Est. percent change in (B) attributable to USDA- ATRIP project (if applicable) (C)	If (C) is positive, what are the estimated savings realized from change(s) indicated in US\$ or local currency. (Please specify unit, e.g., per ton, per container, per year, etc. Ex: \$US 2,500 per container)	Did or will this change lead to increased regional or international agricultural trade? (Please circle one or both.)
Kenya	Food quality issues are secondary to transportation issues.	Public and Private Sector participants: Is it still your opinion/impression that the statement in column A is valid?			Regional International
Kenya	Bulk grain imports are bagged before transshipment.	Public and Private Sector participants: Is bagging still practiced? Has capacity developed for bulk shipments?			Regional International
Kenya	Little U.S. grain is imported; no yellow corn is imported.	Public and Private Sector participants: Is it still your opinion/knowledge that the statement in column A is valid? If not, what has changed?			Regional International

Country	Status as of September 1999 (A)	STANDARDS POLICY – KENYA Change(s) since September 1999 to Present (B)	Est. percent change in (B) attributable to USDA-ATRIP project (if applicable) (C)	If (C) is positive, what are the estimated savings realized from change(s) indicated in US\$ or local currency. (Please specify unit, e.g., per ton; per container, per year, etc. Ex: \$US 2,500 per container)	Did or will this change lead to increased regional or international agricultural trade? (Please circle one or both.)
Kenya	High level of “internal” practices, e.g., facilitation fees, billing for non- performed services.	Public and Private Sector participants: Have “internal practices” changed any since 1999? If so, how?			Regional International
Kenya	KEPHIS charges using a “value of commodity” pricing system instead of a “cost of inspection” fee.	Public Sector participants: Does KEPHIS still employ the “value of commodity system?”			Regional International
Kenya	Kenyan customs will not accept inspection certifications by Ugandan officials.	Public and Private sector participants: Is the statement in column A still valid?			Regional International

Status as of September 1999 (A)	TRANSPORTATION INFRASTRUCTURE – REGIONAL Change(s) since September 1999 to Present (B)	Est. percent change in (B) attributable to USDA-ATRIP project (if applicable) (C)	If (C) is positive, what are the estimated savings realized from change(s) indicated in US\$ or local currency. (Please specify unit, e.g., per ton, per container, per year, etc. Ex: \$US 2,500 per container)	Did or will this change lead to increased regional or international agricultural trade? (Please circle one or both.)
No findings	Do you have any comments?			Regional International

Status as of September 1999 (A)	STANDARDS INFRASTRUCTURE – REGIONAL Change(s) since September 1999 to Present (B)	Est. percent change in (B) attributable to USDA-ATRIP project (if applicable) (C)	If (C) is positive, what are the estimated savings realized from change(s) indicated in US\$ or local currency. (Please specify unit, e.g., per ton, per container, per year, etc. Ex: \$US 2,500 per container)	Did or will this change lead to increased regional or international agricultural trade? (Please circle one or both.)
No findings	Do you have any comments?			Regional International

Country	Status as of September 1999 (A)	TRANSPORTATION INFRASTRUCTURE - KENYA Change(s) since September 1999 to Present (B)	Est. percent change in (B) attributable to USDA-ATRIP project (if applicable) (C)	If (C) is positive, what are the estimated savings realized from change(s) indicated in US\$ or local currency. (Please specify unit, e.g., per ton, per container, per year, etc. Ex: \$US 2,500 per container)	Did or will this change lead to increased regional or international agricultural trade? (Please circle one or both.)
Kenya	Port, railway and highway infrastructure and equipment are all in need of upgrading or refurbishing.	Public and Private sector participants: What is the status of upgrading?			Regional International
Kenya	Lack of electronic data interchange between container yard managers, receivers, trucking firms, etc.	Public and Private sector participants: Has there been any improvement in data interchange? If so, what?			Regional International
Kenya	Kenyan government had not agreed on a plan to privatize railroads.	Public and Private sector participants: Has the government agreed on a privatization plan? If so, what were the terms of the plan?			Regional International

Country	Status as of September 1999 (A)	STANDARDS INFRASTRUCTURE – KENYA Change(s) since September 1999 to Present (B)	Est. percent change in (B) attributable to USDA-ATRIP project (if applicable) (C)	If (C) is positive, what are the estimated savings realized from change(s) indicated in US\$ or local currency. (Please specify unit, e.g., per ton, per container, per year, etc. Ex: \$US 2,500 per container)	Did or will this change lead to increased regional or international agricultural trade? (Please circle one or both.)
Kenya	KEPHIS has no cross-border offices.	Public Sector participants: Has KEPHIS established cross-border offices? If so, where?	.	.	Regional International

Country	Status as of September 1999 (A)	Change(s) since September 1999 to Present (B)	Est. percent change in (B) attributable to USDA-ATRIP project (if applicable) (C)	If (C) is positive, what are the estimated savings realized from change(s) in US\$ or local currency. (Please specify unit, e.g., per ton, per container, per year, etc. Ex: \$US 2,500 per container)	Did or will this change lead to increased regional or international agricultural trade? (Please circle one or both.)
Kenya		Is there anything that comes to your mind that we have overlooked?			Regional International

RELATED QUESTIONS THAT CANNOT BE ATTRIBUTED TO PROJECT:

Kenya—Have road conditions improved?

Kenya—Have new rail cars been purchased?

Kenya—Has efficiency in container shipping improved (guaranteed rate of more than 20 containers per crane per hour)?

Kenya—Have any new container terminals been built since 1999?

Regional:

Under EAS standards, hand and shovel sampling were permitted. Is this still the case?

Is the Transit Transport Coordination Authority (TTCA) still in existence and if so, what role do they play and how far reaching is their influence? What are TTCA's accomplishments?

APPENDIX F

USAID/USDA IMPACT ASSESSMENT SURVEY EAC: TRANSPORTATION MANAGEMENT AND HARMONIZATION OF AGRICULTURAL STANDARDS

Dear Participant,

Thank you for participating in some portion of the USSA-USAID sponsored workshops in "Transportation Management and Harmonization of Agricultural Standards. We hope this series of workshops has proven beneficial to you in your work. In September 2002, a USDA team will be traveling to East Africa to conduct an impact assessment of the U.S. study tours, two in-country workshops and the policy presentations in Arusha. Your country coordinator will distribute and collect the survey forms from you in advance of the September 2002 visit. We thank you for your time and effort. Please return this survey to (country coordinator) or to Jane.Misheloff@FAS.USDA.GOV or fax 1-202-690-3982

Sincerely, The Assessment Team

Please indicate all of the following that apply to you:

Country:	Sector:
Kenya	Public Sector—Standards
Tanzania	Public Sector—Transportation
Uganda	Private Sector—Standards
	Private Sector—Transportation

I participated in the following activities (please indicate all that apply):

Interviewed during the March 2000 Assessment trip	May 2001 in-country workshop
US Study Tour	September 2001 Policy Meeting in Arusha
February 2001 in-country workshop	February 2002 follow-up meeting in Arusha

1. The training changed the way I think about my work or the way I perform my work now.

1 2 3 4 5 (Please indicate a number, 1=low, 5=high)

2. Please describe in what way there have been changes in what you think and/or do

3. The workshop(s) enhanced my understanding of regional problems? YES SOMEWHAT NO

4. Since participating in one or more activities, I have been able to (please indicate one or more of the following activities):

a. Suggest a related practical or policy change(s) within my organization. YES NO

b. Implement a related practical or policy change(s) within my organization. YES NO

c. Work with others on a national or regional basis to present a related policy change(s) or help implement them. YES NO

If you have helped implement a change(s) in policy or practice, please describe it or them.

5. Are you aware of any change(s) in policy or practice as a result of anyone else's participation in these activities? YES NO

If YES, please describe it or them.

6. I have been able to share my knowledge with others in my profession or office? YES NO

If YES, can you provide example(s):

7. Do you think the training sessions provided you an opportunity to network with others in your field?

a. YES—If yes, why?

NO—If no, why not?

b. If YES, do you continue to network with fellow participants? YES NO

8. After your training, did you feel you had a better understanding of the impact of national policies and procedures on development?

YES SOMEWHAT NO

On the expansion of interregional trade? YES SOMEWHAT NO

9. Have you written any proposals for funding or financing projects? How many? What level of funding? For what type of project? (Please describe briefly.)

10. On a scale of 1 to 10 with 10 as the highest possible score, please indicate the number that most closely describes how you feel about

The usefulness of the portion(s) of the training you attended to build the capacity of your organization=

Comments:

11. If funding became available for a follow-on activity(-ies), please prioritize the following topics by assigning a number 1-4.

Trade and Investment delegations _____

Regional policy consensus building in transportation management _____

Regional policy consensus building in harmonization of agricultural standards _____

Other _____

APPENDIX G

Key to participant questionnaire responses:

Column 1	K=Kenya, T=Tanzania, U=Uganda
Column 2	Public Sector Standards=PS, Private Sector Standards=PrS Public Sector Transportation=PT, Private Sector Transportation=PrT
Column 3	Level of participation: March 2000 Assessment=M0, US Study Tour=US, February 2001 Workshop=F1, May 2001 Workshop=M1, September 2001 (Arusha)=S1, February 2002 (Arusha)=F2

Questions:

1. Training changed the way I think about my work or the way I perform my work now. 1 low-5 high
2. Describe the changes in what you think and/or do.
3. The workshops enhanced my understanding of regional problems? Yes=Y, Somewhat=S, No=N
4. Since participating in one or more activities, I have been able to--
 - a. Suggest a related practical or policy change within my organization. Yes=Y, No=N
 - b. Implement a related practical or policy change within my organization. Yes=Y, No=N
 - c. Work with others on a national or regional basis to present a related policy change or help implement it. Yes=Y, No=N
5. Are you aware of any change in policy or practice as a result of anyone else's participation in these activities? Yes=Y, No=N
6. I have been able to share my knowledge with others in my profession or office. Yes=Y, No=N
7.
 - a. Do you think the training sessions provided you an opportunity to network with others in your field? Yes=Y, No=N
 - b. If "yes," do you continue to network with fellow participants? Yes=Y, No=N
8. After training, did you feel you had a better understanding of the impact of national policies and procedures on development? Yes=Y, Somewhat=S, No=N
On the expansion of interregional trade? Yes=Y, Somewhat=S, No=N
9. Have you written any proposals for funding or financing projects?
10. On a scale of 1-10 with 10 as the highest possible score, please indicate the number that most closely describes how you feel about the usefulness of the portion of training you attended to build the capacity of your organization? Comments.

PARTICIPANT RESPONSES TO QUESTIONNAIRE
 "TRANSPORTATION MANAGEMENT AND HARMONIZATION OF AGRICULTURAL STANDARDS"
 September 2002

			Question Number													
Country	Sector	Activity	1	2	3	4a	4b	4c	4 Comments	5	6	7a	7b	8	9	10
K	PT	M1/S1/P 2	4	Better understand how interrelated what we do as an org. (KRA) is with what other organizations do and how our policies/practices impact on trade	Y	Y		Y		N	Y Share with my colleagues in the transit monitoring unit new ideas of improving our escorts which I had gathered from our Ugandan and Tanzanian counterparts.	Y	Y	Y	N	8 Workshops and meetings offered a forum where participants who were experts in their own fields met together to address common problems. The effect was to understand better problems facing our region and to find common solutions.
K	PT	M1/S1	4	Understanding functions of other bodies, i.e. Standards and Transport and how their roles affect the follow of trade in the region.	Y	Y	Y	Y	Document- ation flow in the port and reducing bureaucracy.	N	Y How internal movement of cargo affects pricing of goods in destination land-locked countries.	Y I have been in touch often with colleagues in Railways, Standards more often than before	Y	Y	N	8 The training should be extended to more participants for the changes to infiltrate other sectors.
K	PT	US/M1/S 1	4	Ports cannot work in isolation.	Y	Y	Y	Y	Data coll. & dissemination for port stakeholders	N	Y	Y Occasion-ally share ideas with TIAA counter-parts	Y	N-S R-S	N	6 Reconfirmed the need to share info and reduce duplication to reduce costs.

			Question Number													
Country	Sector	Activity	1	2	3	4a	4b	4c	4 Comments	5	6	7a	7b	8	9	10
K	PrT	M0/S1	5	More scientific look at issues relating to transport & trade	Y	Y	Y	Y	Have influenced harmonization of facilities such as axle load limits, standardization of seeds and improvements in customs documentation	Y I have influenced the GOK to draw up a transport policy as the only way to go forward in an organized manner.	Y We never collected data, but now we do since we find this very valuable	Y	Y	N-Y R-Y	N Intend to write to USAID, EU and GTZ on assistance for training in IT as this is vital for my industry.	8 Courses enhanced awareness of regional integration; enhanced trade through elimination of NTBs; helped reduce transaction costs.
K	Pr	S1	3	On transit issue of axle load there is a big improvement on our roads now.	Y				At the Kenya Roads Board we are coming up with policy of axle load now.	Y A lot of changes now on over-loading and our roads standards	Y KRB held a workshop in Mombassa for transporters.	Y	Y	N-Y R-Y	There are so many proposals that Kenya Roads Board has written to look for funding.	The training should continue.
K		S1	3	On transport issues, there is a list of controls now on weighbridges in Kenya.	Y Kenya Roads Board are following up what is happening on our roads countrywide and we are looking for capacity of getting a network system in all districts.		Y	Y Everything goes with due financial control.	The KRB are getting some funds	Y The networking systems from Nairobi to Arusha and Kampala are now monitored by "ACIS" organization.	Y The Ministry of Public Works and the Transporters in the region.	Y It was so simple to network at the field level.	Y	N-Y R-Y	The Kenya Roads Board are writing to EU and World Bank for funding some projects.	It should continue so that we have a good networking system and other things here.
K	PS	US/F1/M1/S1/F2	2	Quality standards demanded of export market.	S	Y	Y	N		Y Regional re-export phyto-sanitary certificate.	Y	Y	Y	N-S R-S	Y Three. Pest Risk Analysis; Public awareness on harmonized standards.	

			Question Number													
Country	Sector	Activity	1	2	3	4a	4b	4c	4 Comments	5	6	7a	7b	8	9	10
K	PS	M0/US/M1	2	Look at phytosanitary issues and other trade relevant issues in a regional context	Y	Y	N	Y	Use of harmonized phytosanitary documentation.	Y Kenya Bureau of Standards (KEBS) now working more closely with the Kenya Plant Health Inspectorate Service (KEPHIS)	Y Have been able to share with plant inspectors my experience and view of APHIS operation in relation to KEPHIS.	Y We could clearly see how our individual operations were inter-related.	Y	N-Y R-Y		4 The follow up after the training were poorly communicated and there was little country involvement in subsequent arrangements.
K	PS	M1/S1	1	I understand our limitations in entering the US market	S	N	N	N		N	Y Knowledge of problem identified during the seminar through report.	This is because most of the issues raised required funding. Also since the funding requests have been made, we have been waiting to be told the way forward by the coordinators	N	N-Y R-Y	N Only suggestions of items to be included in the proposal were made to the coordinator. It did not come out clear during the training the kind of additional proposals to be written other than what was raised during the meetings	4 The training assisted us in documenting the needs we had. We need facilitation to meet the needs.

			Question Number													
Country	Sector	Activity	1	2	3	4a	4b	4c	4 Comments	5	6	7a	7b	8	9	10
T	PrT	M0/US/F1/M1/S1/F2	5	Wanting to achieve "tangible" results.	Y	Y	Y	Y	Have initiated the strengthening of the road transport associations.	N	Y Private transport service providers	Y Training had provided the forum for working as a team	Y	N-Y R-Y	Y Funding the capacity building of road transport associations	10

			Question No.													
Country	Sector	Activity	1	2	3	4a	4b	4c	4 Comments	5	6	7a	7b	8	9	10
T	PiT	FI/MI/SI	4	There is a need for transport associations to cooperate with other stakeholders, i.e. Railways, Customs, Min. of Transport and Health in transport policy formulation	Y	N	N	Y	Being a member of the Shipping Industry Consultative Forum whose activities include the facilitation of transit goods transportation, I have influenced the stoppage of Customs checks at border points with Zambia for goods bound to DRC	Y Quality control for food (grain), drugs, etc., which used to be done by 4 different agencies and therefore causing delays in their transportation has been placed under one new agency recently formed	Y The members of the Shipping Industry Consultative Forum which includes Customs, Transport Operators, Clearing and Forwarding Assoc. and the Min. of Works, TANROD (Axle Load Control), etc	Y I came into contact with many stakeholders in transportation.	Y	N-Y R-Y	Have written papers on axle load control and the need to have in place a self-regulating system based on axle configuration to avoid axle overloading. This needs research before formulating the system	To sensitize transport operators to form one strong association and also to acquire professionalism for the administration of the same.
T	PiT		3	The training increased by awareness to the importance of networking between the various institutions.	Y	N	N	Y	Due to the nature of my job and being a representative of the private sector, I have been able to give valuable contributions during various meetings/workshops.	N	Y Consultations and advice to members of TCCIA.	Y It has further enhanced the public-private partnership.	Y	N-S R-S	N	5 The training was very broad based due to the various participants. It would be more effective if it was sector specific.

			Question No.													
Country	Sector	Activity	1	2	3	4a	4b	4c	4 Comments	5	6	7a	7b	8	9	10
T	PT	M0/US/F1/M1	4	From total quality service perspective.	Y	Y	Y	Y	Improvement of operations on Lake Victoria between Uganda Railways and Tanzania Railways to reduce poor idle time.	Y Introduction of warehousing facilities in Uganda	Y Safety movement of chemicals on our systems		Y	N-Y R-Y	Y For funding of new wagons.	Public vs. private partnerships; regulatory framework of transport organizations.
T	PS	M0/US/F1/M1/F2	5	US grain standards and export certification of grains can be relied upon when it comes to grain imports from US to Tanzania. US grain standards are good reference standards for preparation of harmonized East African grain standards.	Y	Y	Y	Y	(1) Reviewed the Technical Committees for Cereal and Cereal Products and Bakery and Confectionaries to include more input from the private sectors and (2) working to convince the government to avoid double checks of grain imports from US	Y The National Food Control Commission (NFCC) has incorporated Azam Mills representative in the Committee making cereal and cereal products regulations (as a result of Mr. Soli's participation in the project). Azam Mills Ltd Representatives attend and participate actively in standards work	Y In the office—to effect review of composition of standards preparation committee responsible for grain standards. Suggested the invitation of private sector to take part in EAC standards harmonization.	Y Both at national and EAC levels.	Y	N-Y R-Y	Participated in the preparation of three regional projects under the project for funding at EAC level.	9 The program under USDA-USAID sponsorship has been an eye opener to me as standardizer in as far as (1) preparation of standards for regional and international trade; (2) safety and quality assurance of grains and (3) inspecting equipment, training and certification of inspectors are concerned.

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Country	Sector	Activity	1	2	3	4a	4b	4c	4 Comments	5	6	7a	7b	8	9	10
T	PS	M1	4	The need to approach activities in a collaborative and participatory manner in order that snags and duplications are avoided	Y			Y		N	Y Staff in office.	Y The area I was working on then required close collaboration and communication with the stakeholders.	Y	N-Y R-Y	N	5 Agriculture and food production in particular is so much dependent on transportation network for its inputs delivery and outputs distribution, efforts need to be done to improve quality to meet at least existing standards.
T	PS	S1/F2	4	As a standardizer, regional focus is now given priority than before when only national interests were considered	Y		Y Instructed standards officers to refer to existing EA standards.	Y Submitted project proposals to EAC Sectoral Committee on Standards.		N	Y Emphasized to Standards Officers on the importance of Harmonization of Standards in EAC.	Y Shared experience with participants from other standards bodies.	Y Especially during meetings of the East African Standards Committee.	N-Y R-Y	The project proposals on standards were submitted and approved by the EAC Sectoral Committee on Standards for final submission to possible donors.	8 If all the written project proposals are implemented, the organization capacity will be enhanced appreciably.

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T	PS	US/FI/M I/S1	4	I am better informed on requirements in international trade and therefore can give better guidance to processing imports and exports.	Y	Y	Y	Y	Participated in the development of regulations for maize, wheat, rice, pulses, cassava both for domestic and export in respect of quality and safety.	Y Using the experience from U S and elsewhere, Tanzania Bureau of Standards have developed standards for various commodities based on international standards or CODEX	Y Day to day consultation with my colleagues on aspects of plant quarantine and phyto-sanitary services. I have been an organizer and resource person in training of inspectors using knowledge and materials from the training.	Y	Occasionally	N-Y R-Y	Several donor funding projects; Technical Co-Operation Project (TCP) on improving Phyto-Sanitary conditions (FAO) and Control and Containment of the larger grain border (EEC) were implemented	7 Training provided a better understanding of the requirements and scope of international trade, particularly SPS aspects of WTO Information obtained and reference material available are useful tools of reference when implementing related standards aspect in our country.
T	PS	M0/US/F 1/M1/S1/ F2		I understand the EAC cooperation in the area of harmonization of standards much better	Y	Y	Y	Y	I have been requested to prepare terms of reference for an accreditation expert to the EAC Secretariat.	Y The Min. of Industry is now requesting donor assistance to initiate a national accreditation body.	Y In SADC, I have been called upon by NORAD consultants and UNIDO to explain the EAC project.	Y I am in continuous network with KBS, Uganda and other SADC states more so now than before on issues of standards and accreditation.	Y	N-Y R-Y	Y The document of EAC/USD A and also written terms of reference seeking for a consultant on accreditation.	8 The USA visit broadened by supervisory role of technical departments in TBS especially sampling, inspection, testing of grains, as well as import inspections.

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T	PS	F1/M1	3		Y	Y	Y	Y	In the absence of National Standards, NFCC uses CODEX specifications as one way of minimizing unnecessary trade barriers.	Y NFCC implements national standards or CODEX specifications more than before.	Y We collaborate very well with TBS in various issues including formulation of national standards.	Y Our collaboration level has increased.	Y	N-Y R-Y		7 More NFCC staff are now conscious of the application of standards in their day-to-day activities.
T	PtS	F1/M1/S1	4	The workshop assisted me in the interaction with my fellow counterparts and improved my work performance.	Y	Y	Y	Y	Participated in the formulation and drafting of various rules and regulations that deal with standards nation wide.	Y The TBS and National Food Control Commission have tremendously changed their performances for the better	Y TBS and NFCC	Y We became aware of the need for joint partnership in trade.	Y	N-Y R-Y	Our coordinators did.	9.5 The training empowered me to be more interactive and made my work easier to accomplish.

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U	PT	F2			Y	Y	Y	Y	Axle load control, tracking of trucks along the northern corridor.	Y	Y	Y Shared experiences with other policy makers.	Y	Y		6
U	PiT	US/F2	4	I am very much aware of transportation and standards problems.	Y	Y	Y	Y	Customs documentation—EAC and COMESA.	Y TTCA	Y Indicating that other documents are available elsewhere within EAC and COMESA	Y Share ways and means of solving these barriers which affect our industry.	Y	N-Y R-Y	N	6

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U	PtT	M1/S1	4	Harmonization of standards and procedures can reduce costs and improve profitability.	Y	Y	Y	Y	Had an input in minimizing cross border and transit delays in the region.	Y URA, Ministries of Finance and Transport, clearing agents, ports authorities	Y I was part of the preparatory group in Arusha; I have written some papers at some of the workshops above.	Y	Y	N-Y R-Y	Y Funding the establishment of the association's secretariat for use by stakeholders	7
U	PS	US/F1/S1	3	The need to harmonize to international standards in order to facilitate trade.	Y	N	N	Y	The 3 National Bureau of Standards in East Africa agreed to harmonize standards of commonly tradable goods within the region including agricultural products.	N	Y The standards division staff are aware of the initiatives and need for harmonization of standards.	N The network had existed before but the training enabled documentation and prioritization of the problems.		Y	The project provided an opportunity for identification, prioritization and development of 3 project profiles for submission to donors. One project was on initiating and supporting a regional accreditation body. The second and third were on training in inspections and provision of equipment	6

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U	PS	M0/US/F I/M1/S1/ F2	5	Conformity of products certified to standard is important in my work.	Y	Y	Y	Y	Phytosanitary Standards play pivotal role in export/import of agricultural products. Policy on standards has been emphasized by National Bureau of Standards.	Y Development and harmonization of standards have been emphasized by National Bureau of Standards; Harmonization of standards of transportation sector are being implemented; cross border movement of commodities and persons within EA has been simplified to facilitate trade of agricultural products; MAAIF has undertaken to review trade related laws to conform with international requirements	Y Staff under me understand better; my superior recognizes the role of standards to foster agricultural trade; MAAIF recognizes the role of harmonized transportation standards.	Y EA standards group works in unison along with the transportation committee.	Y	Y	Y Strengthening phytosanitary operations in Uganda (TCP); Strategy for Development of TBT/SPS infrastructure in Uganda (TCP); control of Banana Bacterial Wilt in Uganda to foster banana exports (\$300,000) (GOU); creation of awareness on phytosanitary requirements to foster export of Ugandan agricultural products (GOU)	9 Useful training

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U	PS	F2			Y	Y	Y	Y		Y Mr. _____ has been active in promoting regulatory services and standards.	Y I have been actively participating in Top Policy Management meetings to promote regulatory services and standards	Y I interacted with my counter- parts in Kenya and Tanzania.	Y	N-Y R-Y	Y	5
U	PrS	US/S1	3	The government has a role to play in reducing costs of agricultural produce and transit costs	Y			Y	That government looks at ways of reducing transport costs in the country.	Y Govern- ment has taken measures to reduce transit time of cargo.		Y There were occasional discus- sions with Ministry of Agri- culture personnel and tax officials.		N-Y R-Y	Y One proposal for trans- portation modification; it requires US\$100 000 to go forward.	5 The training empowers one to discuss issues with the policy makers.